



Application for the conditional grant of a Tavern Restricted Licence

Premises Name: Last Slice Eaton

Applicant: Last Slice Eaton Pty Ltd

Location: Shop T105, Eaton Fair Shopping Centre, 2
Recreation Drive, Eaton 6232

LAST SLICE

S P O R T S . B A R . P I Z Z A

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1 Introduction

- 1.1 Last Slice Eaton Pty Ltd (the Applicant) is seeking approval from the Director of Liquor Licensing at the Department of Local Government, Industry Regulation and Safety (DLGIRS) for the conditional grant of a Tavern Restricted Licence for the premises to be known as Last Slice Eaton, to be located at Shop T105, Eaton Fair Shopping Centre, 2 Recreation Drive, Eaton 6232.
- 1.2 Last Slice Eaton Pty Ltd is part of the award-winning Last Slice Group that currently successfully operates Last Slice Bunbury, Last Slice Dalyellup, Last Slice Midland, and soon to open Last Slice Kelmscott.
- 1.3 This Public Interest Assessment (PIA) submission has been prepared by Hospitality Total Services (Aus) Pty Ltd on behalf of the Applicant, and the application is in accordance with Section 41 of the Liquor Control Act 1988 [the Act], which states:

LIQUOR CONTROL ACT 1988 - SECT 41

Section 41 of the Act provides for a Hotel License which has subcategories including a Hotel License, a Hotel Restricted license, a Tavern License, a Tavern Restricted License and a Small Bar License. These types of licenses have different types of restricted trading conditions which differentiate them from each other.

41. Hotel licence, kinds, conditions and effect of

[(1aa) deleted]

(1) For the purposes of this Act —

- (a) where a hotel licence is not subject to any condition referred to in subsection (4) it shall be referred to as a Tavern Licence; and***
- (b) where a hotel licence is subject to a condition —***
- (i) prohibiting the sale of packaged liquor to persons other than lodgers; and***
- (ii) restricting the sale of liquor to be consumed on the licensed premises, it shall be referred to as a hotel restricted licence; and***
- (c) where a hotel licence is subject to a condition —***
- (i) prohibiting the sale of packaged liquor; and***
- (ii) restricting the sale of liquor to be consumed on the licensed premises, it shall be referred to as a tavern restricted licence,***

- 1.4 The Applicant recognises that in determining the public interest, the Licensing Authority must consider the Objects of the Act, as outlined in Section 5 and, for this application also, the matters set out in Section 38(4).

- 1.5 The Applicant has also diligently addressed the matters relating to the primary and secondary objects of Section 5¹ of the Act and Section 38(4) in this PIA, as required by the Director's Policy on Public Interest Assessment submissions².
- 1.6 The documentation for this application has been submitted to the Licensing Authority in accordance with Section 68 of the Act¹. It has been compiled by Hospitality Total Services (Aus) Pty Ltd on behalf of Last Slice Eaton Pty Ltd.
- 1.7 The unique, innovative, and patron-friendly food, beverage and entertainment venue is centred around WA's own Last Slice Pizza award-winning offering, building on the continuing success of the Last Slice brand across the South West and metropolitan regions of Western Australia.



- 1.8 In November 2022, Last Slice Bunbury won the Award for *"Sporting Entertainment Venue"* at the AHA Awards for Excellence. This prestigious award is an acknowledgement of the achievements of the Last Slice team in addition to their experience and ability to operate diverse hospitality and entertainment premises that cater to the contemporary requirements of consumers.
- 1.9 In addition, Last Slice also Dalzellup won the *"Redeveloped Venue Awards"* & *"Sporting Entertainment Venue Award"* at the AHA Awards 2024.
- 1.10 Shop T105, Eaton Fair Shopping Centre, 2 Recreation Drive, Eaton presents an established and highly accessible commercial setting within the Shire of Dardanup's principal activity centre. The Applicant, Last Slice Eaton Pty Ltd, has a clear vision to introduce the well-established and award-winning Last Slice brand to Eaton, enhancing the local dining, entertainment and hospitality offering available to residents of the Shire and the broader Greater Bunbury Region.

¹[https://www.legislation.wa.gov.au/legislation/prod/filestore.nsf/FileURL/mrdoc_41184.pdf/\\$FILE/Liquor%20Control%20Act%201988%20-%20%5B08-g0-00%5D.pdf?OpenElement](https://www.legislation.wa.gov.au/legislation/prod/filestore.nsf/FileURL/mrdoc_41184.pdf/$FILE/Liquor%20Control%20Act%201988%20-%20%5B08-g0-00%5D.pdf?OpenElement)

²<https://www.dlgsc.wa.gov.au/departments/publications/publication/public-interest-assessment-policy>

- 1.11 The proposed premises will serve as a versatile and vibrant destination, catering to local residents and visitors to the locality. The proposed premises will contribute positively to Eaton consumers, offering a modern and inviting environment that aligns with the Shire of Dardanup's strategic objectives for economic growth, consumer connection and activity centre consolidation. The introduction of Last Slice Eaton will provide a safe licensed meeting place where consumers can enjoy quality dining and entertainment in a responsible and controlled environment.

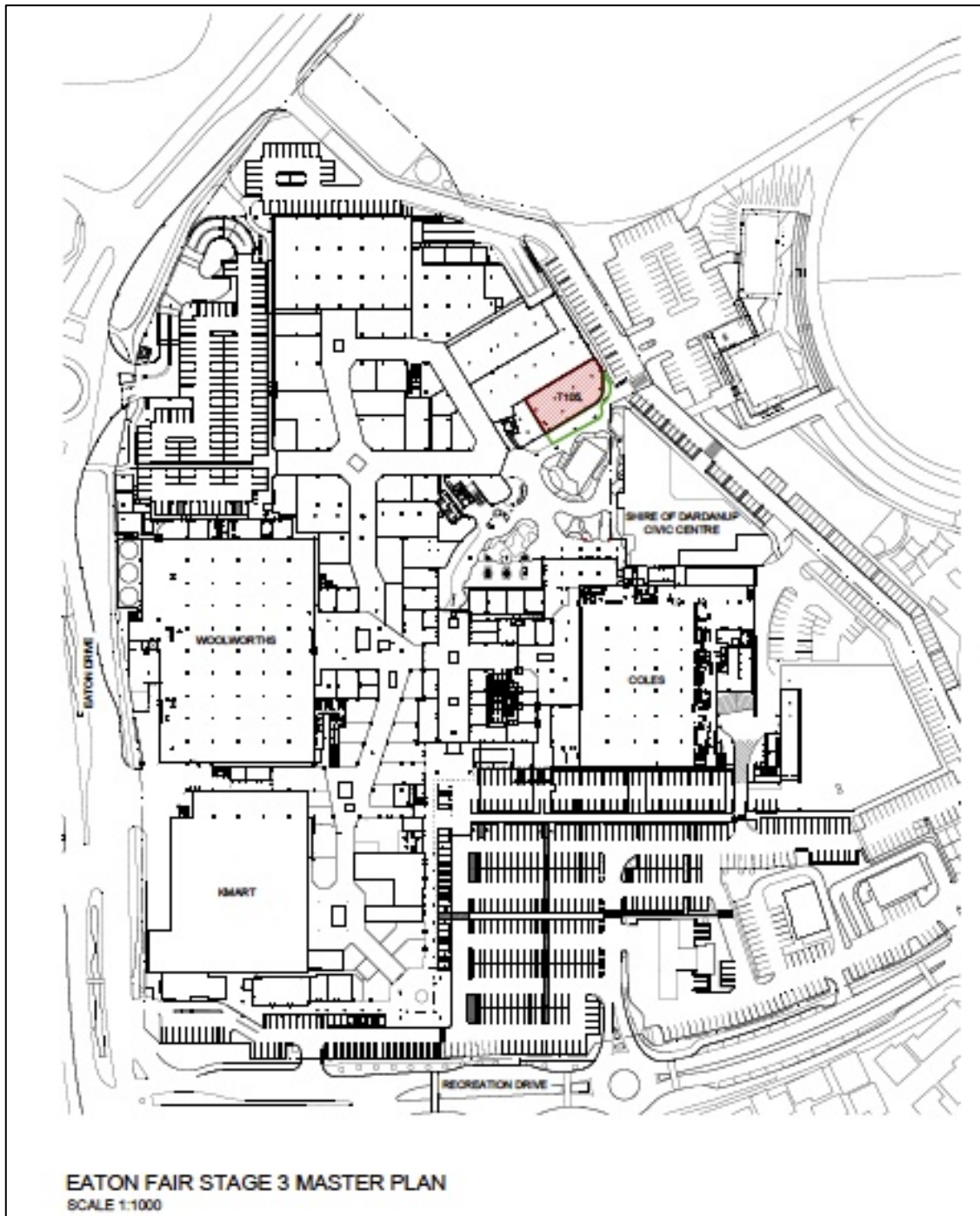


Figure 1: Last Slice Eaton - Site Plan³

³ Attachment 1 - Plans

- 1.12 The Applicant submits that the locality will benefit from a dining and entertainment offering a quality fit out across the premises with areas to accommodate a variety of uses, including (but not limited to):
- Various dining options,
 - Sports lounge,
 - Formal and informal meetings,
 - Electronic darts,
 - Functions,
 - Dedicated bar and serverly,
 - PubTAB,
 - Special events, and
 - Socialising with colleagues, family, and friends.
- 1.13 The Applicant submits that Eaton is ideally situated as the principal District Centre of the Shire of Dardanup, and serves as the primary commercial hub within the Greater Bunbury Region's southern corridor. The Eaton Fair Shopping Centre occupies a strategic position within the Eaton Town Centre, which is formally designated as a *District Centre under Local Planning Scheme No. 9 (LPS9)*⁴ and the *Shire of Dardanup Local Planning Strategy*⁵ (April 2015) in accordance with the Activity Centres for Greater Bunbury Policy. Recreation Drive provides direct connectivity to the broader Eaton urban area, with the Old Coast Road on the western edge and the Australind By-Pass on the eastern and southern edges of Eaton connecting the locality to the rest of the Greater Bunbury Region and onward to Mandurah and Perth.
- 1.14 The strategic positioning of the proposed premises within this District Centre will:
- Provide access to a diverse range of goods, services, and activities within the centre
 - Improve access to employment opportunities, contributing to local economic development
 - Reduce reliance on private vehicles by promoting the use of public transport, walking, and cycling
 - Enhance public spaces to support social interaction and urban vibrancy
 - Reduce greenhouse gas emissions through compact and sustainable development patterns

⁴ <https://www.dardanup.wa.gov.au/documents/380/local-planning-scheme-no-9>

⁵ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

- Improve health outcomes through increased physical activity and accessibility to local services

- 1.15 The *Shire of Dardanup Local Planning Strategy* explicitly identifies the Eaton Town Centre as the commercial and cultural centre of the Shire, with Strategy Objective 5 stating the intent to "*Consolidate the Eaton Town Centre as the commercial and cultural centre of the Shire*⁶." The Eaton Fair Shopping Centre, which holds approval to expand as a fully functional Activity Centre with a total retail net lettable area of 15,100m² and a total gross floor area of approximately 35,644m², is the centrepiece of this District Centre and serves as the primary focus of economic and social life for Eaton and Millbridge, which together account for approximately 79% of the Shire's total population. The proposed premises is therefore strategically positioned at the heart of the Shire's most significant commercial precinct.
- 1.16 The experienced Applicant aims to create a safe, welcoming licensed venue that complies with the Act and relevant policies. The management will focus on minimising harm and promoting positive mental health through social engagement while catering to contemporary consumer requirements. Harm minimisation strategies will be implemented to ensure compliance with the Director's Policies.
- 1.17 As per the Director's Policy on Public Interest Assessments, the Applicant is required to demonstrate a clear consumer requirement for the proposed licensed premises and establish that the granting of the application is in the public interest.
- 1.18 To satisfy this requirement, the Applicant has submitted cogent and objective evidence demonstrating that the conditional grant of the application is in the public interest. This includes Consumer Surveys reflecting consumer support and demand⁷ for the proposed venue in the Eaton locality.
- 1.19 Both directors of the Applicant Company, Mr Jeremy Doble and Mr Casey Teede, are Approved Managers with substantial industry experience. They have successfully completed all mandatory training requirements and are well-qualified to oversee operations in full compliance with liquor licensing regulations.
- 1.20 A Harm Minimisation Plan⁸ has been submitted as part of this application. The plan outlines the proposed premises' strategies to mitigate alcohol-related harm, including strict RSA policies, security measures, and responsible venue management in line with licensing requirements.
- 1.21 The proposed premises will offer a high-quality food and beverage experience that aligns with contemporary hospitality standards. Food supply at licensed premises is widely recognised as an essential harm minimisation strategy, ensuring responsible alcohol consumption in a diverse dining and entertainment environment.

⁶ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

⁷ Attachment 2 – Consumer Surveys

⁸ Attachment 3 – Harm Minimisation Plan

- 1.22 The proposed premises will feature CCTV surveillance, covering all entry and exit points. This aligns with the Director of Liquor Licensing's Policy on *Security Licensing Conditions*⁹, enhancing patron safety and deterring crime. Additionally, staff will receive training to manage patron behaviour and coordinate with local law enforcement when needed.
- 1.23 The responsible Applicant will ensure strict compliance with the Environmental Protection (Noise) Regulations 1997 (EPNR) at all times in the public interest. A Noise Management Plan has been prepared to outline the measures that will be implemented to mitigate noise disturbances and ensure that the operation of the proposed premises does not adversely impact the surrounding locality. Regular monitoring and proactive management will be undertaken to maintain compliance with statutory noise limits.
- 1.24 The harm minimisation strategies, along with the Director's Policies, will be further strengthened by the following conditions that the Applicant is willing to have imposed on the licence (subject to approval), should the Director of Licensing deem it necessary in the public interest:

TRADING HOURS

The permitted trading hours are pursuant to s 98(1) of the Act for a Tavern Restricted Licence.

TRADING CONDITIONS

1. The licensee is authorised to sell and supply liquor in accordance with the provisions of s 41 of the Act as it relates to a Tavern Restricted licence.
2. During the permitted trading hours specified above, the licensee is authorised to sell or supply liquor for consumption on the licensed premises.
3. The sale of packaged liquor for consumption off the licensed premises is prohibited.
4. The maximum permitted numbers are subject to the number indicated on the Maximum Accommodation Certificate issued by the local authority under the Health (Public Buildings) Regulations 1988 or some lesser number approved by the Director).
5. Seating will be available for up to 50% of patrons at all times, with the exception of pre-booked functions or events.
6. A closed-circuit television video (CCTV) surveillance system, able to identify individuals and showing times and dates must be in place and operational. The CCTV system must comply with the requirements as identified in the Director's Policy. It is expected that the system will provide and record continuous images of the entrances and exits to the premises during the normal trading hours and until one (1) hour after trading ceases.

⁹<https://www.dlgsc.wa.gov.au/departments/publications/publication/security-licensing-conditions>

Images recorded via the CCTV system must be retained for, at least, twenty-eight (28) days (or such other period as the Director of Liquor Licensing specifies) and must be made available for viewing or removal by the Police or other persons authorised by the Director. The recorded vision when viewed or removed must include:

- a) Time/date stamp.
 - b) Camera location.
 - c) Camera identifier.
 - d) Watermarking or method of verifying the original image for authenticity ensuring tamper prevention.
- 7. Drink options that contain low alcohol liquor content as well as a range of non-alcoholic drink options must be available during trading hours.
 - 8. Liquor is not to be promoted or sold in a manner that would encourage its rapid consumption.
 - 9. A range of food must be available during all trading hours until one hour prior to closing.
 - 10. Outlaw Motorcycle Gang members are not permitted on the premises.

ENTERTAINMENT CONDITIONS

- 1. A person resorting to, or on the premises, including the licensee or manager, or an employee or agent of the licensee or manager, shall not:
 - a) be immodestly or indecently dressed on the licensed premises, and/or
 - b) take part in, undertake or perform any activity or entertainment on the licensed premises in a lewd or indecent manner.
- 2. The licensee or manager, or an employee or agent of the licensee or manager, is prohibited from:
 - a) exhibiting or showing, or causing, suffering or permitting to be exhibited or shown, on the licensed premises any "R 18+", "X 18+" or "RC" classified film or computer game or "Category 1 –Restricted" or "Category 2 –Restricted" publication, or extract therefrom; or
 - b) causing, suffering or permitting any person employed, engaged or otherwise contracted to undertake any activity or perform any entertainment on the licensed premises to be immodestly or indecently dressed on the licensed premises; or
 - c) causing, suffering or permitting any person to take part in, undertake or perform any activity or entertainment on the licensed premises in a lewd or indecent manner.

3. In this condition, “licensed premises” includes any premises, place or area:
- a) which is appurtenant to the licensed premises; or
 - b) in respect of which an extended trading permit granted to the licensee is for the time being in force, but does not include any part of the premises which is reserved for the private use of the licensee, manager or employees of the licensee and to which the public does not have access.”¹⁰

2 Venue and Operation

- 2.1 Shop T105, Eaton Fair Shopping Centre is situated at the commercial heart of Eaton, a locality that, together with adjoining Millbridge, has grown to become the dominant urban centre of the Shire of Dardanup, housing approximately 79% of the Shire's total population and supported by a modern, fully serviced infrastructure network including reticulated water, sewerage, gas, power, and telecommunications.¹¹ It is within this context that Last Slice Eaton Pty Ltd proposes to establish a contemporary dining, entertainment and licensed hospitality venue that genuinely responds to the requirements of a maturing and growing consumer base.
- 2.2 The *Shire of Dardanup's Local Planning Strategy*¹² identifies one of its central objectives as the consolidation of the Eaton Town Centre as the Shire’s commercial and cultural centre. The proposed Last Slice Eaton directly advances this objective by introducing a high-quality, family-friendly food and beverage venue into the District Centre precinct, strengthening the centre's role as a destination, increasing dwell time, and broadening the range of hospitality services available to residents, workers and visitors.

The Proposed Premises

- 2.3 The proposed premises at Shop T105 will be comprehensively fitted out to deliver the award-winning Last Slice experience to Eaton consumers. Drawing on the design and operational principles refined across the Last Slice venues in Bunbury, Dalyellup, Midland and Kelmscott, the Applicant will invest in a purpose-built hospitality environment incorporating the following facilities:
- Designated dining area with diverse seating options
 - Dedicated kid's corner
 - Sports lounge
 - Dedicated family dining
 - Commercial Kitchen

¹⁰[https://www.legislation.wa.gov.au/legislation/prod/filestore.nsf/FileURL/mrdoc_41184.pdf/\\$FILE/Liquor%20Control%20Act%201988%20-%20%5B08-g0-00%5D.pdf?OpenElement](https://www.legislation.wa.gov.au/legislation/prod/filestore.nsf/FileURL/mrdoc_41184.pdf/$FILE/Liquor%20Control%20Act%201988%20-%20%5B08-g0-00%5D.pdf?OpenElement)

¹¹<https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

¹²<https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

- Large alfresco areas for dining and socialising
- Custom-designed bar servery
- Live sports entertainment
- Electronic darts
- Variable space for dining, casual lunches, meetings, functions, events, and sundowners.
- PubTAB (subject to approval)
- Patron toilet amenities to prescribed standards

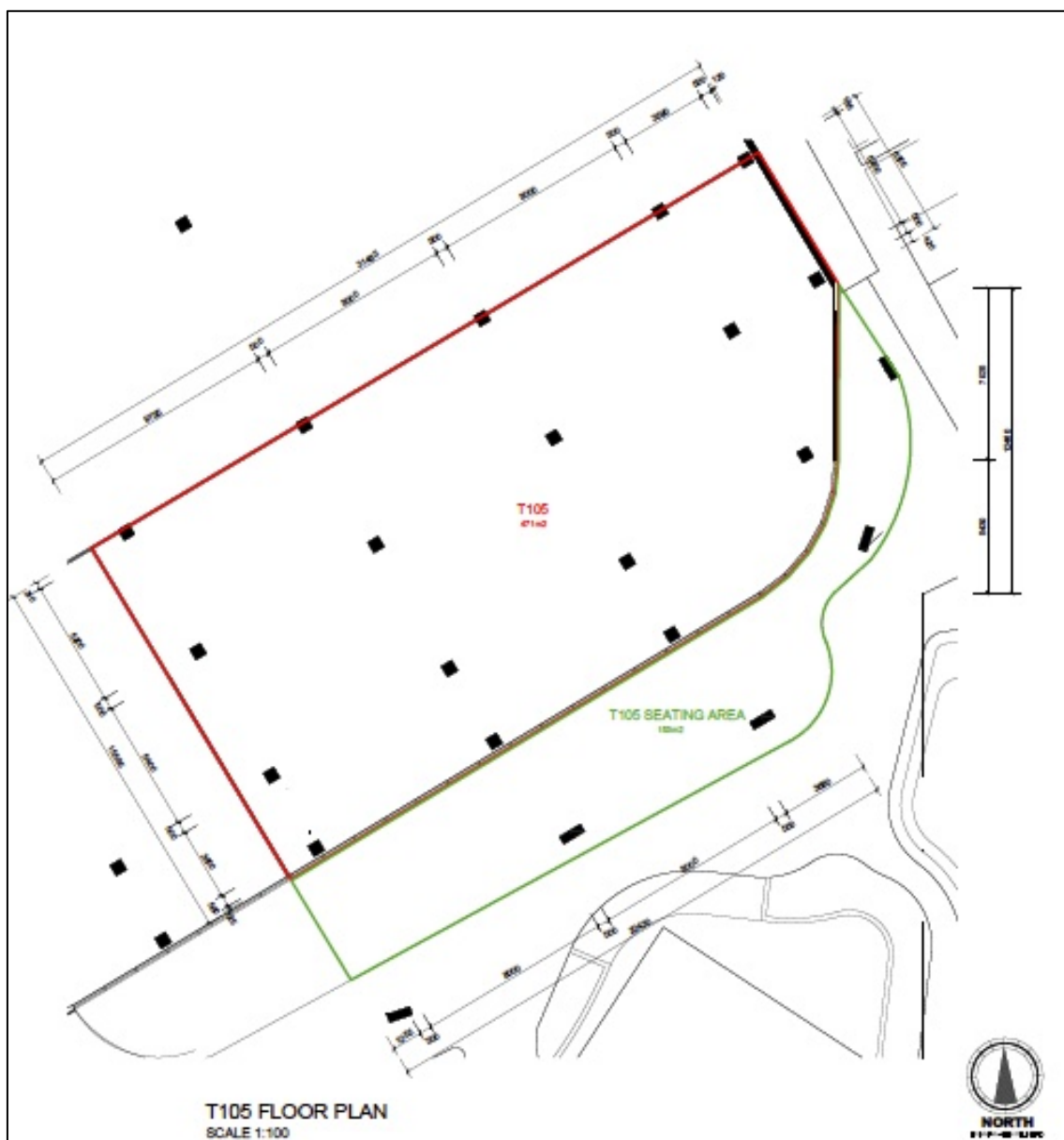


Figure 2: Last Slice Eaton - Floor Plan¹³

¹³ Attachment 1B - Floor Plan

2.4 Both Directors, Mr Casey Teede and Mr Jeremy Doble, are accredited Approved Managers under the Act and bring to the Eaton venue a depth of industry experience developed across multiple hospitality operations in the South West. Their professional development includes, but is not limited to:

- Responsible Service of Alcohol
- Food costing
- Recruitment and Selection
- Train the Trainer
- Hospitality Management

Proposed Manner of Trade

2.5 Last Slice Eaton will operate as a licensed venue with a flexible, patron-centred approach to service. The manner of trade at the premises will include:

- A range of function and event options, including stand-up cocktail functions and sundowners
- Patron freedom to order food and beverages without the requirement for a full meal
- A trading environment that does not mandate seating at all times, allowing for social standing and mingling in designated areas
- A fully equipped sports lounge for live event viewing

2.6 The venue's culinary offering is anchored by a high-quality, family-friendly menu designed to appeal to a broad demographic. The centrepiece of the menu is the signature New York-style pizza, complemented by a diverse, premium pub-style offering. This includes top-tier Amelia Park steaks, a classic Western Australian steak sandwich, traditional chicken Parmigian's, and a selection of fresh salads.

2.7 Additionally, the menu features our signature chicken wings and tenders, customizable with 12 distinct flavour profiles. A key attraction for families is the managed, all-you-can-eat dessert bar. By providing a diverse, wholesome, affordable and accessible food service, the venue establishes a strong focus on family dining and community engagement, ensuring a safe and vibrant hospitality environment.

2.8 The beverage program is anchored by locally sourced West Australian wine, beer, cider and spirits, with particular emphasis on South West producers whose geographic proximity to the Shire of Dardanup aligns with the venue's commitment to regional provenance. Non-alcoholic options including 0% beer, and sodas such as Dr. Pepper,

Root Beer and Creaming Soda provide genuine choice for non-drinking patrons and designated drivers.¹⁴



Figure 3: Last Slice – Sports Bar Experience

¹⁴ Attachment 5 - Sample Menus

- 2.9 Eaton consumers' appetite for a quality licensed venue with live sports viewing has been heard directly by the Prosser Family, owners of the shopping centre, through their engagement with local residents. Last Slice Eaton has been approached expressly to fill this gap; a venue where sport, food and social connection intersect in a safe, professionally managed environment.
- 2.10 The images below illustrate the calibre of fit-out and atmosphere delivered at the existing Last Slice locations:



Figure 4: Bar area featuring a range of alcoholic and non-alcoholic beverage options.



Figure 5: Last Slice - Alfresco Design



Figure 6: Last Slice - Sports Viewing¹⁵

¹⁵<https://www.facebook.com/photo/?fbid=1063308662472118&set=pb.100063789810390.-2207520000>

High-quality fit-out

- 2.11 The physical environment of Last Slice Eaton has been designed to serve a wide cross-section of consumers across multiple occasions, from family lunches and after-work socialising to live sports viewing and private functions. The fitout will deliver a range of seating configurations, including high bar stools, low dining tables, banquette arrangements suitable for larger groups, and alfresco settings that make the most of the centre's outdoor environment.



Figure 7: Last Slice Pizza Food

- 2.12 Consistent with the Last Slice brand identity established across its network of venues, the aesthetic will be bold, contemporary and welcoming a space that patrons recognise as distinctly Last Slice while feeling genuinely embedded in the Eaton locality.

Food & Beverage¹⁶

- 2.13 Food served at Last Slice Eaton will be prepared on-site in a purpose-equipped commercial kitchen, ensuring freshness, quality control, and compliance with all applicable food safety regulations.



Figure 8: Last Slice Pizza

- 2.14 The sourcing philosophy of the Last Slice Group prioritises Western Australian producers wherever supply and seasonality permit. Local meat, poultry and seafood will feature prominently, and the Applicant actively supports the 'Buy West, Eat Best' initiative by incorporating locally grown fruit and vegetables into seasonal menu offerings.
- 2.15 Dietary inclusivity is a considered part of the menu architecture. Vegetarian, vegan, gluten-free and dairy-free options are available across the menu, with all front-of-house staff trained to accurately advise patrons on adaptable and non-adaptable items.

¹⁶ Attachment 5 – Sample Menus

- 2.16 A dedicated children's menu will feature wholesome, appropriately portioned options, supporting the venue's family-friendly positioning and acknowledging that Eaton and Millbridge is a predominantly residential area with a significant proportion of family households.



Figure 9: Last Slice Food

- 2.17 The beverage selection will span the full spectrum of licensed product categories, beer, cider, wine, spirits and cocktails, with low-alcohol and zero-alcohol alternatives integrated throughout rather than offered as an afterthought. The growing market for non-alcoholic products is acknowledged by the Applicant as both a commercial

opportunity and a responsible service obligation. Free potable water will be accessible to all patrons at all times.

Look & Feel

- 3.25 The interior design language of Last Slice Eaton draws from the same creative vocabulary that has earned the brand state recognition, vibrant without being loud, sophisticated without being exclusionary. The venue will convey warmth and energy in equal measure, creating an environment where a family dinner, a midweek catch-up over pizza, or a Saturday afternoon of football feel equally at home.

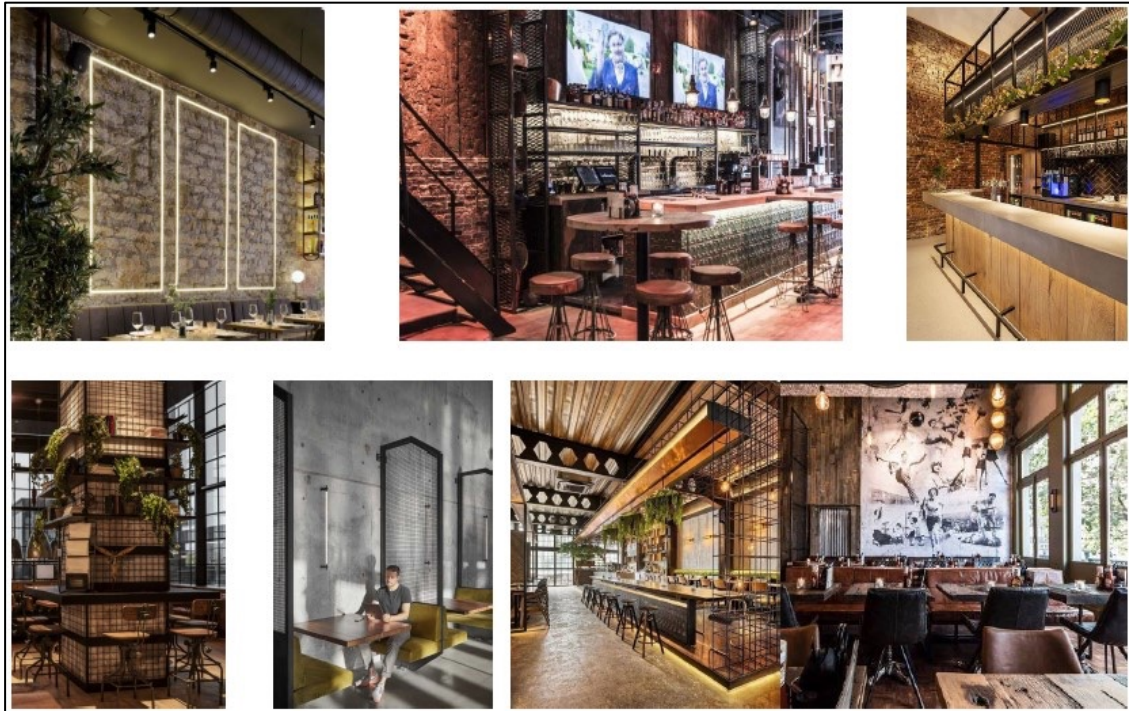


Figure 10: Concept Images of Last Slice Pizza Brand

Hospitality Tourism

- 2.18 The Shire of Dardanup occupies a strategically significant position within the South West's tourism landscape. The Ferguson Valley, accessible via Recreation Drive and the broader arterial network connecting Eaton to the Shire's rural interior, is an internationally recognised tourism destination, encompassing wineries, farm stays, restaurants, nature-based experiences, and world-famous attractions, including Gnomesville at Wellington Mill. The Ferguson Valley Visitor Centre recorded visitor growth of 195% between 2008 and 2012, with an annual average growth rate of 31%, underscoring the region's trajectory as a destination of genuine and increasing national significance.¹⁷

¹⁷ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

- 2.19 Eaton functions as the practical gateway to this tourism region, the point at which visitors from Perth, Mandurah and regional centres transition from highway travel into the Shire's commercial core before continuing to the Ferguson Valley and surrounding attractions. The establishment of Last Slice Eaton within the District Centre adds a compelling hospitality destination to this gateway, supporting the Shire's strategic objective of emphasising the importance of tourism activities and establishing the conditions under which such uses may be developed.
- 2.20 This submission is made in alignment with *Taste 2020 – A Strategy for Food and Wine Tourism in Western Australia for the Next Five Years & Beyond*¹⁸, which identifies culinary tourism as one of the fastest growing sectors of the tourism industry and positions Western Australia, with its viticulture, agriculture, fishing and hospitality industries, as a potential world leader in food-based visitor experiences. Last Slice Eaton, with its commitment to West Australian produce, locally sourced beverages, and high-quality dining in an accessible local setting, directly embodies the vision articulated in that Strategy.
- 2.21 Taste 2020 further confirms that food and wine rank as the second most important emotive trigger in holiday decision-making after world-class natural beauty, a finding that speaks directly to the opportunity presented by the Shire of Dardanup, where natural beauty and quality food experiences exist in close proximity, and where a venue of Last Slice's calibre adds genuine value to the visitor proposition.

Standards of Licensed Premises¹⁹

- 2.22 Section 33(7) of the Liquor Control Act 1988 (the Act):

“requires that where the licensing authority is to determine whether any premises are of a sufficient standard or suitable for the proper conduct of the business:

- a. the class of licence sought,*
- b. the obligations imposed, and*
- c. the facilities required,*

must be taken as relevant and amongst the matters to which consideration should be given.

Furthermore, section 37 of the Act also emphasises the importance of the suitability of the premises by requiring that the licensing authority shall not grant an application for a licence unless it is satisfied that the premises to which the application relates are of a sufficient standard and suitable for the conduct of the business.”

- 2.23 The proposed premises has been planned with these requirements as baseline design criteria. Patron toilet amenities will meet prescribed standards under the Director's

¹⁸ <https://www.readkong.com/page/taste-2020-tourism-wa-4348907?p=3>

¹⁹ <https://www.dlgsc.wa.gov.au/department/publications/publication/standards-of-licensed-premises-policy>

Policy on '*Standards at licensed premises*', ensuring that comfort and accessibility obligations are satisfied from the outset of trading.

- 2.24 The Applicant's submitted plans have been prepared in compliance with Regulation 11 of the *Liquor Control Regulations 1989*²⁰, accurately depicting the licensed premises to scale and with full dimensional notation. All entrances, exits, bar positions, patron toilet facilities, the commercial kitchen and back-of-house service areas are clearly delineated, providing the Licensing Authority with a complete and transparent picture of the proposed premises.
- 2.25 It is submitted that Last Slice Eaton, as designed and proposed, meets the standard contemplated by sections 33(7) and 37 of the Act. The venue's layout, operational model, and design intent combine to produce a premises that is safe, well-managed, commercially viable, and genuinely responsive to the character and requirements of Eaton consumers.

²⁰[https://www.legislation.wa.gov.au/legislation/prod/filestore.nsf/FileURL/mrdoc_41386.pdf/\\$FILE/Liquor%20Control%20Regulations%201989%20-%20%5B14-o0-00%5D.pdf?OpenElement](https://www.legislation.wa.gov.au/legislation/prod/filestore.nsf/FileURL/mrdoc_41386.pdf/$FILE/Liquor%20Control%20Regulations%201989%20-%20%5B14-o0-00%5D.pdf?OpenElement)

3 The Applicant



Figure 11: Mr Jeremy Doble (L) & Mr Casey Teede (R)

- 3.1 Last Slice Eaton Pty Ltd is directed by two of Western Australia's most accomplished independent hospitality operators, Mr Jeremy Doble and Mr Casey Teede. Their combined track record of building and operating the Last Slice brand across the South West and metropolitan regions of the State provides a compelling foundation for the

proposed Eaton venture and speaks directly to their capacity to responsibly and in the public interest manage licensed premises.

- 3.2 The Last Slice story began in August 2019, when the Directors launched their first venue on Victoria Street, Bunbury, a compact dine-in and takeaway pizza operation that quickly demonstrated the strength of the brand's appeal and the appetite of South West consumers for an authentic New York-style pizza experience. The commercial success of that initial location led to a relocation and significant expansion of the business model to larger licensed premises at 32 Clifton Street, Bunbury, where a full dining and bar offering was introduced in response to demonstrable consumer demand.
- 3.3 What followed reflects the Directors' capacity not only to operate high-quality venues, but to build and replicate a genuinely distinctive hospitality brand. The Last Slice network now encompasses venues in Bunbury, Dalyellup, Midland and Kelmscott, each successfully established and operated under the Directors' leadership, with the Bunbury venue recognised at a state level through its AHA Award wins in both 2022 and 2024. The proposed Last Slice Eaton represents the next chapter in this proven growth trajectory, and the Directors bring to this new venue the operational depth, procedural frameworks and consumer engagement instincts that have underpinned the success of every Last Slice location to date.
- 3.4 The Applicant is firmly committed to the responsible management of the proposed premises in a manner that serves consumers of the Shire of Dardanup and upholds the objectives of the Act. The Directors' established relationships with the Department of Local Government, Industry Regulation and Safety, WA Police, and local government authorities demonstrate a consistent and genuine approach to regulatory engagement that the Licensing Authority can rely upon.

The Applicant as a Fit and Proper Person to hold a Licence

- 3.5 Section 33(6) of the Act refers to the creditworthiness, character, convictions, conduct of other businesses and reports or interventions made against an Applicant, stating:

Where the licensing authority is to determine whether an Applicant is a fit and proper person to hold a licence or whether approval should be given to a person seeking to occupy a position of authority in a body corporate that holds a licence or to approve a natural person as an approved unrestricted manager, an approved restricted manager or a trustee —

- (a) the creditworthiness of that person; and*
- (aa) the character and reputation of that person; and*
- (b) the number and nature of any convictions of that person for offences in any jurisdiction; and*

(c) the conduct of that person in respect to other businesses or to matters to which this Act relates; and

(d) any report submitted or intervention made, under section 69,

- 3.6 Each of the criteria enumerated in section 33(6) is addressed through the Directors' demonstrated record. Mr Teede and Mr Doble have conducted their business affairs with integrity across multiple licensed and unlicensed hospitality operations spanning more than half a decade. Their creditworthiness is evidenced by the sustained growth and expansion of the Last Slice Group. Their character and reputation within the Western Australian hospitality industry is affirmed by peer recognition at the AHA Awards for Excellence. Their conduct in respect of licensed premises has been consistently compliant, and no adverse reports or interventions under section 69 of the Act are on record against either Director.
- 3.7 The Applicant respectfully submits that Mr Jeremy Doble and Mr Casey Teede are, by any measure contemplated by section 33(6) of the Act, fit and proper persons to hold a Tavern Restricted Licence in respect of the proposed Last Slice Eaton, and that the Licensing Authority can have full confidence in their capacity to operate the premises in a manner that is lawful, responsible, and genuinely in the public interest.

4 Location and Locality

- 4.1 The proposed Last Slice Eaton is to be situated at Shop T105, Eaton Fair Shopping Centre, 2 Recreation Drive, Eaton, WA 6232.
- 4.2 The image below identifies the 3km radius surrounding the premises, which constitutes the 'defined locality' as prescribed by the Director's Policy on Public Interest Assessments.

*"The term 'locality' in this instance refers to the area surrounding the proposed licensed premises. This locality will be the area most likely to be affected by the granting of an application in relation to amenity issues."*²¹



Figure 14: 3km specified locality surrounding the proposed premises.

²¹[https://www.dlgsc.wa.gov.au/docs/default-source/default-document-library/liquorland-\(australia\)-pty-ltd--v--director-of-liquor-licensing-2024-wasc12860bc9582c0d44b2cadf04b244acbedbb.pdf?sfvrsn=eb68de15_0](https://www.dlgsc.wa.gov.au/docs/default-source/default-document-library/liquorland-(australia)-pty-ltd--v--director-of-liquor-licensing-2024-wasc12860bc9582c0d44b2cadf04b244acbedbb.pdf?sfvrsn=eb68de15_0)

- 4.3 The concept of amenity is central to the public interest assessment required under section 38(4)(b) of the Act. It encompasses all of those factors that combine to form the character of an area, extending to both its present qualities and its likely future trajectory. As affirmed by the Supreme Court of Western Australia, the term 'amenity' in s 38(4)(b) is concerned with whether, and to what extent, the granting of an application would be likely to have any positive or negative effects or consequences upon the overall character, quality and enjoyment of life within the locality. The Applicant has addressed amenity in detail at Section 9 of this submission.²²
- 4.4 For the purposes of this submission, the defined locality encompasses Eaton and the adjoining residential areas of Millbridge, and parts of Australind, Pelican Point and Glen Iris. Eaton and Millbridge together form the primary urban area of the Shire of Dardanup, collectively accounting for approximately 79% of the Shire's total population, while Australind, Pelican Point and Glen Iris fall within the neighbouring Shire of Harvey and City of Bunbury, respectively and form part of the same contiguous urban corridor within the Greater Bunbury Region.
- 4.5 Eaton is a contemporary, well-serviced suburban locality situated within the Greater Bunbury Region, bounded by the Old Coast Road to the west and the Australind By-Pass to the east and south, and by an arterial corridor that connects the locality directly to Bunbury's central business district and the broader South West Region. The Eaton Town Centre, within which the proposed premises is located, functions as the commercial, civic and cultural core of the Shire, home to the Eaton Fair Shopping Centre, the main Shire administrative offices, a public library, and a modern recreation centre. This concentration of services and civic infrastructure reflects Eaton's established role as the primary service hub for the Shire and its surrounding regional catchment.²³

Demographic and Socio-Economic Overview of the Locality

- 4.6 The following demographic analysis has been prepared having regard to the Director's Policy on Public Interest Assessments and the requirement to provide an overview of the locality in which the proposed premises is to be situated. The data presented draws on Australian Bureau of Statistics Census²⁴ data for the suburbs comprising the defined 3km locality surrounding the proposed premises.

²² <https://jade.io/article/766990>

²³ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

²⁴ <https://www.abs.gov.au/census/find-census-data/quickstats/2021/SAL50553> (Eaton). Census QuickStats for the remaining locality suburbs accessed via the same source, including Millbridge: <https://www.abs.gov.au/census/find-census-data/quickstats/2021/SAL50951>

- 4.7 The table below sets out the key demographic characteristics of the locality compared against Greater Perth and Western Australia benchmarks:

	LOCALITY	GREATER PERTH	WESTERN AUSTRALIA
Population	31465	2116647	2660026
Median Age	40	37	38
Median Individual Income (Weekly)	\$846.20	\$859.00	\$848.00
Median Household Income (Weekly)	\$1,877.20	\$1,865.00	\$1,815.00
Median Family Income (Weekly)	\$2,133.20	\$2,259.00	\$2,214.00
Population Under 14 years	22.09%	18.96%	19.01%
Indigenous Persons	3.47%	1.99%	3.33%
Australian Born	76.57%	59.46%	61.98%
Speak English only at Home	87.38%	73.99%	75.29%
Couple Family without Children	42.25%	37.60%	38.80%
Couple Family with Children	42.17%	45.70%	44.60%
One Parent Family	14.02%	15.10%	15.10%
Other Family	0.85%	1.60%	1.60%

- 4.8 The locality sustains a substantial residential population of 31,465 persons, a consumer base of considerable scale relative to comparable regional centres in the South West. This population base, concentrated primarily within Eaton and Millbridge, represents a significant and established consumer catchment from which the proposed premises will draw its patronage, and underscores the genuine consumer requirements for quality licensed hospitality infrastructure within the District Centre.
- 4.9 The median age of 40 years is above both the Greater Perth average of 37 and the State average of 38. This reflects a consumer base that has matured through a sustained period of residential growth, with many households having transitioned from the family formation stage into established middle age. For a hospitality operator, a mature demographic of this kind typically presents as a consumer base with disposable income, established social habits, and a preference for quality dining experiences over high-volume, low-quality options, precisely the consumer profile that Last Slice Eaton is designed to serve.
- 4.10 Income indicators place the locality in a broadly moderate economic position. The median individual income of \$846.20 per week is modestly below the Greater Perth figure of \$859.00 and the State figure of \$848.00, while the median family income of \$2,133.20 per week is modestly below its metropolitan benchmark and the median household income of \$1,877.20 per week is marginally above the Greater Perth figure of \$1,865.00. These differentials are modest rather than significant and are consistent with the income profile of a well-established, predominantly owner-occupier residential population in a regional centre. Importantly, the income profile reinforces the suitability

of a licensed venue with broad price accessibility; a venue that offers a quality experience without demanding the expenditure levels associated with premium metropolitan dining.

- 4.11 Another relevant demographic characteristic of this locality is the proportion of children under 14 years of age, which at 22.09% exceeds both the Greater Perth average of 18.96% and the State average of 19.01%. This elevated representation of younger children is a defining feature of the Eaton locality and speaks directly to the importance of genuinely family-friendly licensed hospitality venues. The proposed Last Slice Eaton, with its dedicated kids' corner, family dining area, and child-friendly menu, has been deliberately designed to serve this demographic, positioning itself as a venue where families can dine together in a safe, comfortable, and inclusive environment.
- 4.12 Residents identifying as Aboriginal or Torres Strait Islander account for 3.47% of the locality's population, a proportion above the Greater Perth average of 1.99% and consistent with the Western Australian State average of 3.33%. The Applicant acknowledges this representation and is committed to operating a venue that is culturally respectful, socially inclusive, and welcoming to all consumers without exception. The Harm Minimisation Plan reflects this commitment through its approach to patron management, RSA obligations, and consumer engagement.
- 4.13 The locality's cultural and linguistic profile is notably homogeneous relative to metropolitan norms. At 76.57%, the proportion of Australian-born residents significantly exceeds the Greater Perth average of 59.46% and the State figure of 61.98%. Similarly, 87.38% of residents speak English only at home, compared to 73.99% across Greater Perth and 75.29% statewide. These figures reflect the locality's relatively settled residential character and its comparatively low exposure to the cultural and linguistic diversity more commonly associated with inner-metropolitan areas. For a hospitality operator, this demographic profile supports a consistent, locally embedded approach to service and programming.
- 4.14 Household composition data reveal a consumer base in which established couple households predominate. Couple families without children represent 42.25% of households, materially above the Greater Perth average of 37.60%, suggesting a significant and growing proportion of empty-nester and pre-family households with both the time and disposable income to engage regularly with quality hospitality venues. Couple families with children at 42.17% remain substantial, reinforcing the family-friendly orientation already identified through the under-14 population data. One-parent families, at 14.02%, sit marginally below the Greater Perth and State benchmarks of 15.10%, reflecting a consumer base with a comparatively stable household structure.
- 4.15 Taken collectively, the demographic profile of the Eaton locality presents a well-populated, family-oriented, and predominantly English-speaking consumer base with moderate-to-comfortable income levels and a mature age profile. This is a consumer base that is underserved by quality licensed dining and entertainment infrastructure

relative to its size and purchasing power, and one that is demonstrably well-suited to support and sustain the proposed Last Slice Eaton venue over the long term.

Socioeconomic Benchmarks for the Shire of Dardanup

4.16 The proposed premises will deliver a range of tangible socio-economic benefits to the Shire of Dardanup, directly aligned with the strategic objectives articulated in the Shire's Local Planning Strategy (April 2015) and the aims embedded in Local Planning Scheme No. 9. These benefits are considered across four key dimensions:

- **Economic Growth and Employment Generation:** The Shire's Local Planning Strategy explicitly identifies the objective of assisting employment and economic growth by providing land suitable for retail, commercial, industrial and tourism uses, and of consolidating the Eaton Town Centre as the commercial and cultural centre of the Shire. Last Slice Eaton will generate direct and indirect local employment, stimulate consumer expenditure within the District Centre, and strengthen the Eaton Town Centre's position as a multi-use destination rather than a purely retail precinct.²⁵
- **Tourism Activation and Regional Connectivity:** The Shire's planning framework places considerable emphasis on tourism as a vehicle for sustainable economic development, recognising the Ferguson Valley as a premier tourism destination of national and international significance. LPS9 sets out tourism aims including the encouragement of a diverse tourist industry that complements the natural environment and stimulates sustainable economic development. Last Slice Eaton, positioned at the gateway to this tourism region within the District Centre, provides quality hospitality infrastructure that directly supports the visitor economy.²⁶
- **Consumer Connection and Social Wellbeing:** LPS9 articulates community and population aims including supporting community wellbeing by promoting active, connected, safe and secure pursuits for all. The establishment of a professionally managed, family-oriented licensed venue within the Eaton Town Centre creates a safe and structured social environment, a consumer meeting place that serves the Shire's residents across age groups and household types.²⁷
- **Centre Activation and Commercial Vibrancy:** The concentration of population in Eaton and Millbridge, combined with the Long-term projected growth of the Greater Bunbury Region to 150,000 persons by 2050, creates an enduring and growing commercial opportunity that the proposed premises is well-positioned to serve. The addition of Last Slice Eaton to the Eaton Town Centre's hospitality mix

²⁵ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategyv>

²⁶ [https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

²⁷ [https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

directly responds to the Shire's strategic intent to build a fully functional activity centre that serves the diverse requirements of its consumers.²⁸

Shire of Dardanup — Strategic Planning Vision

- 4.17 The Shire of Dardanup's mission is to *"provide effective leadership in encouraging balanced growth and development of the Shire while recognising the diverse needs of our communities."*²⁹ This mission is operationalised through a Local Planning Strategy that balances urban growth with environmental stewardship, economic development with consumer wellbeing, and regional connectivity with local identity.
- 4.18 The Shire's economy is characterised by a diverse employment base spanning manufacturing, health care and social assistance, education, retail trade, agriculture, and construction. Between 2001 and 2011, the Shire's workforce grew substantially, with total employed persons increasing from 3,944 to 5,908: a 50% increase reflective of a local economy in active expansion. The hospitality and accommodation sector, while representing 5.9% of employment in 2011, was among the fastest growing categories; a trend consistent with the Shire's increasing profile as a tourism and lifestyle destination.³⁰
- 4.19 LPS9 sets out economic aims to support the growth of the local economy to attract business, investment and tourism and generate local employment opportunities, and to establish a planning framework that encourages economic growth through the provision of flexible controls that cater for innovation and are responsive to the changing economic environment. The proposed premises aligns precisely with these aims; it is a private investment in a District Centre location that generates employment, supports the local tourism economy, activates the activity centre, and responds to a demonstrable gap in the Eaton hospitality market.³¹
- 4.20 The Applicant submits that the proposed Last Slice Eaton is not simply a commercial venture; it is an asset to local consumers that contributes directly to the Shire of Dardanup's vision for balanced, people-centred growth. Its establishment within the Eaton Town Centre reinforces the Shire's planning objectives, serves the demonstrated requirements of a large and growing residential population, and adds cogent economic and social value to the locality over the long term.

²⁸ [https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

²⁹ [https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

³⁰ [https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

³¹ [https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

5 Legislative Framework – Liquor Control Act 1988

- 5.1 This application seeks the conditional grant of a Tavern Restricted Licence pursuant to section 41 of the Liquor Control Act 1988 (the Act) in respect of the proposed Last Slice Eaton premises at Shop T105, Eaton Fair Shopping Centre, 2 Recreation Drive, Eaton 6232.
- 5.2 In preparing this Public Interest Assessment, the Applicant has given careful and deliberate consideration to the matters prescribed under sections 38(4)(a), (b), (c) and (ca) of the Act. It is respectfully submitted that the proposed premises satisfy both the primary and secondary objects of the Act as set out in section 5, and that the evidence assembled in this submission establishes a compelling case for the conditional grant of the licence in the public interest. Each relevant object is addressed in turn below and in further detail in the sections that follow.

The primary objects of the Act as set out in Section 5 (1) are:

5.3 **a) To regulate the sale, supply and consumption of liquor:**

The Applicant has developed a comprehensive operational framework to ensure that the sale, supply and consumption of liquor at Last Slice Eaton is conducted in a regulated, responsible and compliant manner at all times. Specific measures include:

- A curated beverage selection that includes low and mid-strength alcohol options alongside a dedicated range of zero-alcohol wine, beer and spirit alternatives, ensuring that patrons of all preferences and requirements are appropriately catered for.
- A firm policy prohibiting the service of alcohol to any person presenting in a school uniform, irrespective of their ability to produce photographic identification.
- Strict compliance with the requirement under the Act that all liquor be served in an open container.
- CCTV coverage of all entry and exit points of the premises, operational throughout trading hours and accessible to venue staff, WA Police and any other person authorised by the Director, in accordance with the Director's Policy on *Security licensing conditions*.³²
- Flexible seating arrangements throughout the premises, configurable to accommodate functions, group bookings and varying patron numbers.

³²<https://www.dlgsc.wa.gov.au/department/publications/publication/security-licensing-conditions>

- All Duty Managers holding the Manage Licensed Premises (MLP1) qualification, ensuring that supervisory staff bring a higher level of competency to the daily management of the licensed premises.
- Mandatory Responsible Service of Alcohol (RSA) training for all staff involved in the sale and supply of liquor, in accordance with sections 33 and 103A of the Act, with certificates maintained in an on-premises Training Register pursuant to the Director's Policy on *Mandatory training for licensees, approved managers and employees*.³³

5.4 **b) To minimise the harm or ill-health caused to people, or any group of people, due to the use of liquor:**

Harm minimisation is not simply a regulatory obligation for the Applicant it is a foundational operating principle that shapes venue design, staffing, product selection, and management culture. The measures adopted to satisfy this primary object include:

- A premises layout designed in accordance with the principles of *Safer Places by Design*³⁴ (WAPC, 2023), incorporating natural surveillance, controlled access and CCTV coverage consistent with the Director's Policies.
- Full adherence to the submitted Harm Minimisation Plan³⁵ at all times, applied equally to patrons, staff and management.
- Consistent availability of low-alcohol, zero-alcohol and non-alcoholic beverage options, actively promoted as genuine choices rather than afterthoughts, to encourage moderation and support responsible consumption.
- Unconditional refusal of alcohol service to any person in a school uniform, as a proactive measure to protect young people regardless of apparent age or identification presented.
- Full compliance with all Director of Liquor Licensing policies relating to the service of alcohol to or in the presence of juveniles.
- Comprehensive in-house staff training encompassing customer service, product knowledge, intoxication identification, and the management of anti-social behaviour; building a venue culture grounded in responsibility and patron welfare.

³³ <https://www.dlgsc.wa.gov.au/racing-gaming-and-liquor/liquor/mandatory-training>

³⁴ <https://www.wa.gov.au/system/files/2023-07/safer-places-by-design-cpted-guidelines.pdf>

³⁵ Attachment 3 - Harm Minimisation Plan

5.5 c) To cater to the requirements of consumers of liquor related services, with regard to the proposed development of the liquor industry, the tourism industry and hospitality industries in the state:

- Last Slice Eaton is committed to actively supporting the South West's local liquor and agricultural industries, giving preference to craft brewers, boutique wineries, cider producers and local food suppliers whose proximity to the Shire of Dardanup aligns with the venue's commitment to regional provenance and local investment.
- As an independently owned and operated venue, Last Slice Eaton is uniquely positioned to tailor its food and beverage offering to the specific preferences of Eaton consumers; adapting menus in response to seasonal produce availability, consumer feedback and emerging dining trends in a manner that larger chain operators cannot replicate.
- Subject to the conditional grant of the licence, the proposed premises will generate direct local employment, support the Shire of Dardanup's tourism and hospitality economy, and provide Eaton consumers with a quality licensed amenity that reflects and responds to the distinct character of the locality.

The secondary objects of the Act as set out in Section 5(2) are:

5.6 a) To facilitate the use and development of licensed facilities, including their use and development of live original music, reflecting the diversity of requirements of consumers in the state:

- The Applicant has secured a long-term Agreement to Lease for the premises at Shop T105, Eaton Fair Shopping Centre, demonstrating a binding and enduring commitment to the proposed venue and to the Eaton consumers it will serve
- Last Slice Eaton has been conceived to serve the full breadth of consumer requirements within the locality, from families seeking a relaxed midweek dinner, to sports enthusiasts gathering for live event viewing, to consumer groups and businesses requiring flexible function space, at different times of the day and across all days of the week
- The beverage and food offering incorporates dietary-specific options across the menu, including vegetarian, vegan, gluten-free, dairy-free and alcohol-free selections, ensuring the premises is genuinely accessible to the diverse cross-section of Eaton consumers
- The Applicant is committed to productive and constructive engagement with the Department of Local Government, Industry Regulation and Safety (DLGIRS), the WA Police, the WA Department of Health, the Shire of Dardanup and all other

relevant authorities throughout both the application process and the ongoing operation of the premises

5.7 **d) To provide adequate controls over the persons directly or indirectly involved in, the sale, disposal and consumption of liquor:**

- Every employee engaged in the sale and supply of alcohol will hold current RSA certification obtained from a nationally accredited training provider, with qualifications recorded and maintained in a Training Register kept on the premises in accordance with the Director's Policy on *Mandatory training for licensees, approved managers and employees*.
- An Approved Manager will be present at all times during trading hours to oversee the operation of the premises, ensure compliance with all licensing and regulatory requirements, and remain accessible to patrons, neighbouring residents and local law enforcement officers.
- The Harm Minimisation Plan submitted with this application will be operative at all times, applying equally to patrons, staff and management, in accordance with the Director's Policy on *Harm Minimisation Plans*.
- A CCTV system covering all entrances and exits will be installed and maintained in accordance with the Director's Policy on *Security licensing conditions*.

5.8 **e) To provide a flexible system, with as little formality or technicality as may be practicable for the administration of this Act:**

- The Applicant confirms that this PIA submission addresses all matters required under sections 5 and 38(2) and (4) of the Act to the best of its ability and in good faith.
- All documentation required to satisfy section 68 of the Act has been compiled and submitted with this application.
- In the event that the Director identifies any minor deficiency in the material presented, the Applicant respectfully requests that the Director exercise the discretion and flexibility contemplated by this object of the Act in conditionally granting the licence in the public interest.

5.9 f) To encourage responsible attitudes and practices towards the promotion, sale, supply, service and consumption of liquor that are consistent with the interests of the community:

- The Applicant gives an unqualified commitment to full compliance with the Director's Policy on the Responsible Promotion and Advertising of Alcohol at all times
- All promotional activity associated with Last Slice Eaton will be vetted against the responsible promotion framework prior to publication or display, ensuring that no promotion encourages rapid, excessive or irresponsible consumption.
- As an operator with an established reputation in the Western Australian hospitality industry, the Applicant understands that responsible promotion is not a constraint on commercial success; it is a prerequisite for it, and the foundation upon which consumer trust in the venue is built.

5.10 Section 16 of the Act requires that the licensing authority act according to equity, good conscience and the substantial merits of the case without undue formality, and that it is not bound by the rules of evidence. The Applicant has engaged with this submission on that basis, presenting evidence that is practical, locality-specific and grounded in the genuine public interest of Eaton consumers.

5.11 Section 33(1) of the Act confers on the licensing authority absolute discretion to grant or refuse an application on any ground or for any reason that it considers in the public interest. The Applicant respectfully submits that the totality of the evidence presented in this submission, addressing venue design, operational safeguards, harm minimisation, consumer benefit, planning alignment, and the directors' proven track record, provides the licensing authority with a sound and confident basis on which to exercise that discretion in favour of the conditional grant.

5.12 The Applicant's character, creditworthiness and industry conduct have been addressed at Section 3 of this submission. The Directors have established themselves as reputable and responsible operators within the Western Australian hospitality industry, with a documented history of constructive engagement with regulatory authorities. They are, by any applicable measure, qualified and suitable persons to hold a Tavern Restricted Licence in Western Australia.

5.13 Last Slice Eaton Pty Ltd is committed to ongoing collaboration with the Shire of Dardanup to support the Council's objectives for responsible alcohol management, consumer wellbeing, and the sustainable activation of the Eaton Town Centre.

6 Public Interest

6.1 The public interest test is at the centre of every licence application determined under the Act. In considering whether the grant of a licence is in the public interest, the Director's Policy on Public Interest Assessments identifies the following matters as relevant to the licensing authority's assessment:

"To satisfy the public interest test, the licensing authority may take into account:

- The harm or ill-health that might be caused to people, or any group of people, due to the use of liquor.*
- Whether the amenity, quiet or good order of the locality in which the licensed premises or proposed licensed premises are, or are to be, situated might in some manner be lessened.*
- Whether offence, annoyance, disturbance or inconvenience might be caused to people who reside or work near the licensed premises or proposed premises.*
- Any effect the granting of the application might have in relation to tourism, or community or cultural matters.*
- Any other matter stipulated in the Liquor Control Regulations 1988."*³⁶

6.2 The Applicant approaches each of these public interest considerations with candour and specificity. It is acknowledged that the public interest framework is not a checklist to be satisfied in the abstract; it demands a genuine assessment of the particular locality in which the proposed premises will operate, the real and likely effects of the licence grant, and the measures in place to manage those effects responsibly. The Eaton consumer base has its own distinct demographic character, strategic planning context, and social profile, and this submission has been constructed around those specific circumstances rather than generic hospitality arguments.

6.3 The Applicant respectfully submits that the conditional grant of a Tavern Restricted Licence for the proposed Last Slice Eaton is in the public interest, consistent with section 38(4) and the primary objects of section 5 of the Act, for the following reasons:

- The premises will offer a safe, inclusive and professionally managed hospitality environment within the Eaton Town Centre, consistent with the planning objectives of the Shire of Dardanup under *Local Planning Scheme No. 9* and the *Local Planning Strategy*.
- The menu will accommodate the full breadth of Eaton consumers' dietary requirements, integrating low-alcohol and non-alcoholic beverage options alongside a high-quality food offering anchored in locally sourced West Australian produce.

³⁶<https://www.dlgsc.wa.gov.au/racing-gaming-and-liquor/liquor/liquor-applications/public-interest-test>

- The beverage program will actively support South West and broader WA producers, reinforcing the regional provenance of the Last Slice brand and contributing to the sustainability and profile of Western Australia's independent liquor and hospitality industries.
- A comprehensive Harm Minimisation Plan will be enforced from the first day of operation, underpinned by mandatory RSA training, an Approved Manager on premises at all times, and operational protocols designed to minimise alcohol-related harm consistent with the Director's Policy on Public Interest Assessments.

6.4 The proposed premises will incorporate multiple layers of security and operational safeguards, including CCTV coverage at all entry and exit points, structured staff supervision, and active venue management, to maintain a safe and orderly environment for patrons and the broader public. Rather than detracting from the locality's amenity and safety profile, the establishment of a professionally managed, well-lit and actively supervised venue within the Eaton Town Centre is expected to contribute positively to the precinct's sense of safety and social vitality.

6.5 The addition of Last Slice Eaton to the District Centre's hospitality offering directly responds to a demonstrated and unmet consumer requirements within a locality of 31,465 residents (refer Consumer Survey). It broadens the diversity of services available within the Eaton Town Centre, a centre which the Shire's own planning framework identifies as the commercial and cultural focus of the entire local government area, and provides a quality licensed amenity that residents currently travel elsewhere to access.

Urban Amenity and Strategic Alignment

6.6 The *Shire of Dardanup's Local Planning Strategy* articulates a clear strategic intent for the Eaton Town Centre. Strategy Objective 5 explicitly calls for the consolidation of the Eaton Town Centre as the commercial and cultural centre of the Shire, while Objective 4 seeks to assist employment and economic growth by providing land suitable for retail, commercial, industrial and tourism uses. The proposed premises advances both objectives directly, it activates an existing tenancy within the District Centre, generates local employment, and broadens the commercial and cultural offering of the Shire's principal activity centre.³⁷

6.7 *Local Planning Scheme No. 9*³⁸ gives further expression to the Shire's planning intent through a series of stated aims that are directly engaged by the proposed premises:

- The economy aims of LPS9 seek to *"support the growth of the local economy to attract business, investment and tourism and generate local employment opportunities"* and to *"establish a planning framework that encourages economic*

³⁷ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

³⁸ [https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

growth through the provision of flexible controls that cater for innovation and are responsive to the changing economic environment."

- The community and population aims call for the Shire to *"support community wellbeing by promoting active, connected, safe and secure pursuits for all."*
- The tourism aims seek to *"encourage a variety of tourism type uses that enable local business to capitalise on the local government's reputation as a premier tourist destination, particularly the Ferguson Valley."*

6.8 The integration of a quality, licensed hospitality venue within the Eaton Town Centre is entirely consistent with the Shire's strategic intent across all three aim categories. Well-managed hospitality venues of the calibre proposed by the Last Slice Group are recognised internationally as critical components of successful activity centres. They extend dwell time, activate retail precincts beyond business hours, serve as consumer gathering places, and support the kinds of diverse social interactions that underpin strong, connected local populations.

6.9 The role of the proposed premises in activating the Eaton Town Centre extends beyond its individual trading footprint. Its presence as a destination venue will:

- Broaden the range of reasons residents and visitors choose to visit the District Centre, increasing foot traffic and commercial activation across the precinct.
- Provide a consumer meeting point that serves diverse household types, families, couples, sporting groups, and professionals, reinforcing the centre's function as a genuine social hub rather than a purely retail destination.
- Generate direct and indirect employment for residents of Eaton, contributing to the Shire's economic growth objectives.
- Support the visitor economy by providing quality food and beverage infrastructure that complements the Shire's positioning as a gateway to the Ferguson Valley tourism region.

6.10 The Shire's planning framework does not operate in isolation, it is situated within a broader regional context defined by the Greater Bunbury Strategy and the Greater Bunbury Region Scheme, both of which identify the Eaton Town Centre as the District Centre anchor for the Shire's urban population and anticipate continued population growth in the Greater Bunbury Region to 150,000 persons by 2050. A venue of Last Slice Eaton's scale and quality is the kind of hospitality investment that growing regional centres require to serve their consumers and retain local expenditure that would otherwise flow to Bunbury or the metropolitan area.

Positive Impacts

- 6.11 The public interest case for the conditional grant rests on a coherent body of positive impacts that the proposed premises will deliver to the Eaton locality, the Shire of Dardanup and the broader South West region. These impacts are not speculative; they are grounded in the demonstrated record of the Last Slice Group across its existing network of venues and in the specific characteristics of the Eaton locality as analysed in Section 4 of this submission.
- 6.12 Last Slice Eaton will provide the 31,465 residents of the defined locality with a quality licensed dining and entertainment destination that does not currently exist within the District Centre at this level of offering. The venue's hospitality operational model, family-friendly environment, and commitment to locally sourced produce position it as an asset that Eaton consumers can be proud of: one that reflects and reinforces consumers' values rather than challenging them.
- 6.13 The independently owned and operated structure of Last Slice Eaton Pty Ltd means that the Directors retain full flexibility to tailor the venue's programming, menu, and service model to the evolving preferences and feedback of Eaton consumers. This responsiveness, which larger corporate operators cannot replicate, ensures that the venue remains genuinely embedded in the locality over the long term rather than operating as a generic branded outlet indifferent to its locality.
- 6.14 The engagement of industry experts, Hospitality Total Services (Aus) Pty Ltd, in developing the operational and compliance frameworks for the proposed premises reflects the Applicant's commitment to getting the venue right from day one. The procedural infrastructure being developed, including the Harm Minimisation Plan, Noise Management Plan, staff training protocols, and incident management procedures, establishes a governance foundation that exceeds minimum regulatory requirements and demonstrates a proactive rather than reactive approach to responsible operation.

Potential Negative Impacts

- 6.15 The Applicant does not seek to minimise the inherent risks associated with the service of alcohol. It is well understood that alcohol misuse can contribute to adverse health, social and public safety outcomes, and that the licensing authority must weigh these risks carefully in every application. The Applicant's response to this reality is not to dismiss the risks but to address them systematically and transparently through the measures detailed throughout this submission.
- 6.16 Community-based approaches to alcohol harm reduction are consistently identified in research and regulatory literature as among the most effective mechanisms for managing the risks associated with licensed premises. The Applicant is committed to being an active participant in such approaches; engaging proactively with WA Police, the Liquor Enforcement Unit (LEU), the Office of the Chief Health Officer (CHO), and the

Shire of Dardanup to identify and manage any risks associated with alcohol service at the proposed premises before they escalate.

6.17 The Applicant intends to join and actively participate in any local Liquor Accord operating in the region. Liquor Accord participation reflects the Applicant's understanding that responsible venue management is a collective endeavour, and that the long-term social licence to operate depends on the trust and confidence of consumers and local institutions. Accord participation generally supports the following objectives:

- Promotion of a responsible drinking culture across the licensed venue sector
- Enhanced public safety within and around the Eaton Town Centre
- Open, constructive communication between licensees, regulatory authorities, and local stakeholders
- Reduction of anti-social behaviour associated with licensed premises in the locality
- Active promotion and enforcement of RSA principles across all participating venues
- Collaborative problem-solving between venue operators and law enforcement

6.18 The formal and informal harm minimisation controls that will govern the operation of Last Slice Eaton are summarised as follows:

Formal controls:

- Full implementation and ongoing enforcement of the Harm Minimisation Plan
- Juvenile management and access control policies
- Compliance with all resolutions of the local Liquor Accord
- Mandatory RSA practices across all service staff

Informal controls:

- Ongoing consumer engagement and relationship-building with local residents and organisations
- Proactive outreach and engagement with at-risk groups and local support services operating in the locality

Consumer Survey

6.19 As part of the consumer engagement process conducted in support of this application, the Applicant commissioned a Consumer Survey to assess consumer awareness of and support for the proposed Last Slice Eaton venue. The survey was distributed to residents and workers of the Eaton locality and patrons of the existing Last Slice venues, and attracted 421 completed responses, providing cogent and objective evidence of consumer sentiment and consumer requirements. Of the respondents, 23.8% reside and

1.9% work in the Eaton locality, 67% are existing patrons of the Last Slice venues in Bunbury, Dalyellup and Midland, 45.4% are aged 25 to 44 and 37.5% are aged 45 to 60.

6.20 Key findings from the Consumer Survey are as follows:

- 97.6% of respondents support the application for a Tavern Restricted Licence, confirming the existence of a genuine consumer requirement for a quality licensed dining and entertainment premises within the Eaton locality
- 95.9% believe that the conditional grant of the licence is in the public interest
- 96.2% of respondents are of the view that the premises will not cause undue harm or ill-health within the locality
- 95.5% do not believe the venue will cause undue offence, disturbance, or inconvenience to persons residing or working in the vicinity
- 94.1% of respondents indicated they would patronise or regularly resort to Last Slice Eaton for dining and social purposes upon licence approval, with 38.7% expecting to visit weekly or more and a further 39.7% monthly, establishing a clear and demonstrated consumer requirement

6.21 Consumer requirement indicators from the survey data:

- 90.3% seek a quality food menu with diverse options, and 76.7% value comfortable seating for dining and socialising
- 69.1% seek a quality beverage selection spanning alcoholic and non-alcoholic options, and 61.8% place importance on a safe, well-managed licensed premises
- 51.5% value a family-friendly environment with children's facilities, and 40.6% seek access to local and West Australian produced beverages
- 64.1% place importance on a convenient location and parking, and 24.9% on function and event hosting capabilities

6.22 The Consumer Survey results provide objective, consumer-generated evidence in direct support of the Applicant's submission under section 38(4) of the Act, including in respect of subsection (ca) relating to tourism, community and cultural matters. The data establishes that the proposed Last Slice Eaton responds to a real and articulated consumer requirement, one that is currently unmet within the District Centre, and that consumers view the proposed venue as a positive and welcome addition to the locality.

7. Section 38 (4) (a) of the Act – Harm or Ill-health

7.1 The Applicant has approached the assessment of harm under section 38(4)(a) of the Act in accordance with the methodology endorsed by the Supreme Court of Western Australia and applied in the leading case of *Carnegies Realty Pty Ltd (LC 28/2015)*³⁹; the definitive authority on how harm assessments must be conducted in Western Australian liquor licensing. That four-step framework requires the decision-maker to:

- (1) identify existing harm in the locality;
- (2) identify the likely harm resulting from the application;
- (3) compare the two; and
- (4) weigh the harm against the public interest benefits of the grant.

The Applicant submits that this methodology, rigorously applied to the specific circumstances of the Eaton locality and the proposed Last Slice Eaton, leads to a clear conclusion that the conditional grant of the licence is in the public interest.

7.2 The public interest matters to be considered under Section 38(4) of the Act include:

“Without limiting subsection (2), the matters the licensing authority may have regard to in determining whether granting an application is in the public interest include —

(a) the harm or ill health that might be caused to people, or any group of people, due to the use of liquor; and

(b) whether the amenity, quiet or good order of the Locality in which the licensed premises or proposed licensed premises are, or are to be, situated might in some manner be lessened; and

(c) whether offence, annoyance, disturbance, or inconvenience might be caused to people who reside or work in the vicinity of the licensed premises or proposed licensed premises; and

(ca) any effect the granting of the application might have in relation to tourism, or community or cultural matters; and

(d) any other prescribed matter.”

7.3 In preparing this harm assessment, the following information sources were reviewed, consistent with the Director's Policy on Public Interest Assessments:

Drug and Alcohol Office, Mental Health Commission and the Department of Health (WA)

Mental Health Commission website

- *National Drug Strategy Household Survey 2013: Western Australian Introduction, Executive Summary, Supplementary Tables*

³⁹ Attachment 6 - Precedent Cases: LC 28/2015 Carnegies Realty Pty Ltd

- *Australian School Student Alcohol and Drug Survey: Alcohol Report 2011 – Western Australian Results. Surveillance Report Number 8*
- *Broad Strategic Directions of West Australian Drug and Alcohol Strategy 2005-2009*
- *Drug & Alcohol Interagency Strategic Framework for Western Australia 2011-2015*
- *Strong Spirit Strong Mind: Western Australian Aboriginal Drug and Alcohol Framework for Western Australia 2011-2015*
- *Fitzroy Valley Alcohol Restriction Report: An evaluation of the effects of a restriction on takeaway alcohol relating to measurable health and social outcomes, community perceptions and behaviours after a two-year period, 2010.*
- *Drug and Alcohol Office WA (2012). The impact of liquor restrictions in Kununurra and Wyndham: a twelve-month review*
- *Halls Creek Alcohol Restriction Report 2012: a 24-month review of the impact of alcohol restrictions on health and social outcomes, community perceptions and behaviours.*
- *The impact of liquor restrictions in Halls Creek: Quantitative data — Five years post-restriction*
- *Alcohol-related hospitalisations and deaths in Western Australia: State Profile (2014) Drug and Alcohol Office WA and Epidemiology Branch of Department of Health WA. Note: this report may incur a cost, see note on previous page.*
- *Alcohol-related hospitalisations and deaths in Western Australia: Regional Profile (2014) Drug and Alcohol Office WA and Epidemiology Branch of Department of Health WA. Note: This report may incur a cost, see note on previous page.*
- *Alcohol and Other Drug Indicators Report — Western Australia (2015) R. Bridle, A. Christou & T. Lembo.*
- *Alcohol and Other Drug Indicators Report — Regional Reports (2015) R. Bridle, A. Christou & T. Lembo.*

National Drug Research Institute, Curtin University of Technology (Perth)

National Drug Research Institute website

- *An Evaluation of Liquor Licensing restrictions in the Western Australian Community of Port Hedland. Preventing Harmful Drug Use in Australia. Prepared with assistance from the Combined Universities Centre for Rural Health.*
- *Restrictions on the sale and supply of alcohol: Evidence and Outcomes. (2007) Dr. T Chikritzhs, Prof. D. Gray, Z Lyons, Prof. S Siggers.*
- *Study of Extended Trading Permits (May 1997) Dr. T. Chikritzhs.*

- *Drinking After Driving in Western Australia. (2002). Catalano, P and Stockwell, T. R.*
- *Predicting Alcohol-Related Harms from licensed outlet density: A Feasibility Study. 2007 Monograph Series No.28. T Chikritzhs, I Catalano, R Pascal and N. Henrickson*
- *National Alcohol Indicators*
- *The Prevention of Substance Use, Risk and Harm in Australia - a review of the evidence. Loxley, et al., 2004. (The National Drug Research Institute and the Centre for Adolescent Health Published for Commonwealth Department of Health and Ageing 2004)*
- *The researchers examined international and national data, literature and programs that provide evidence of good practice in preventing or delaying the onset of alcohol and drug use and that address the risk and harm known to be associated with alcohol and drug use. The monograph outlines patterns of substance use and harm, considers risk and protective factors predictive of harmful alcohol and drug use and extensively reviews the evidence available on national and international prevention strategies and approaches.*

Department of Aboriginal Affairs

- *State Government response to the Hope Report. 7 April 2008.*
- *Gordon Inquiry – Putting People First. July 2002.*

Alice Springs Liquor Trail

- *By Ian Cundall and Chris Moon for Northern Territory Government. Department of Health and Community Services. May 2003.*

National Alcohol Strategy 2006-2009

- *Towards Safer Drinking Cultures*

National Health and Medical Research Council

- *Australian Guidelines to Reduce Health Risks from Drinking Alcohol.*
Commonwealth of Australia, 2009

National Centre for Education and Training on Addictions (Adelaide)

- *Young People and Alcohol: The Role of Cultural Influences.* Roche, A.M., Bywood, P.T., Borlagdan, J., Lunnay, B., Freeman, T., Lawton, L., Tovell, A. & Nicholas, R. (2007).

Australian Bureau of Statistics and Australian Institute of Health and Welfare (AIHW Cat. no IHW 147)

- *The Health and Welfare of Australia's Aboriginal and Torres Strait Islander Peoples 2015.*

Australian Government Department of Health and Ageing

- *Australian Government Implementation Plan 2003-2008 - National Strategic Framework for Aboriginal and Torres Strait Islander Health.*
- *Australian Government Implementation Plan 2007-2013 - National Strategic Framework for Aboriginal and Torres Strait Islander Health 2003-2013*

Other relevant sources

- *Effects of restricting pub closing times on night-time assaults in an Australian city (2010).* K. Kypri, C. Jones, P. McElduff, and D. Barker.
- *Dealing with alcohol-related problems in the Night-Time Economy: A study protocol for mapping trends in harm and stakeholder views surrounding local community level interventions (DANTE) (2011).* P. Miller et al.
- *Patron offending and intoxication in Night-Time entertainment districts (POINTED) (2013).* P. Miller et al.

Step 1 — Existing Harm in the Eaton Locality

- 7.4 The *Preventing Violence: The State Community Violence Prevention Strategy 2005*⁴⁰, a collaborative publication of the Departments of Justice, Health, Community Development, Education and Training, the Office of Road Safety, the Mental Health Commission, the Department of Sport and Recreation, the WA Local Government Association, and WA Police, confirms that crime and violence arise from a complex intersection of individual, community, and environmental factors:
- Crime outcomes are shaped by a combination of personal, social, and situational factors
 - Social and cultural norms influence how communities perceive and respond to crime
 - Low socio-economic status and social exclusion are linked to higher crime rates
 - Early intervention addressing both risk and protective factors can positively influence behavioural, social, and health outcomes
- 7.5 The Applicant's harm minimisation strategy reflects these findings; it does not treat harm minimisation as a paperwork exercise, but as an operational commitment built into the management culture, training framework, and physical design of the proposed venue.

⁴⁰ <https://www.wa.gov.au/government/media-statements/Gallop%20Labor%20Government/State-Government-to-combat-community-violence-20051205>

Social Health Indicators — At-Risk Groups

- 7.6 The Applicant has given careful and specific consideration to those groups identified as most at risk of alcohol-related harm and ill-health, as outlined in the *Western Australian Alcohol and Drug Interagency Strategy 2018-2022*⁴¹ and the Director's Policy on Public Interest Assessments. The following analysis applies the Eaton locality's demographic profile directly to each identified at-risk category.

	LOCALITY	GREATER PERTH	WESTERN AUSTRALIA
Population	31465	2116647	2660026
Median Age	40	37	38
Population Under 14 years	22.09%	18.96%	19.01%
Indigenous Persons	3.47%	1.99%	3.33%
Couple Family with Children	42.17%	45.70%	44.60%

- 7.7 **Aboriginal People and Communities:** Aboriginal and Torres Strait Islander people represent 3.47% of the locality's population, a proportion above the Greater Perth average of 1.99% and consistent with the Western Australian State average of 3.33%. The Applicant understands the importance of cultural respect and genuine inclusion and commits to operating the proposed premises in a manner that is welcoming to all consumers, regardless of background. Harm minimisation strategies will be applied with consistent, culturally sensitive professionalism, ensuring that no patron or group of patrons is subjected to any form of discriminatory treatment.
- 7.8 **Children and Young People:** At 22.09%, the proportion of children under 14 years in the Eaton locality exceeds both the Greater Perth average of 18.96% and the Western Australian State average of 19.01%, a meaningful difference that reflects the locality's strongly family-oriented residential character. The proposed premises will enforce a strict, non-discretionary ID verification policy and will refuse alcohol service to any person in a school uniform, regardless of apparent age or identification presented. Staff will receive specific training in the identification and management of underage access attempts in full compliance with the Act and the Director's policies relating to juveniles.
- 7.9 **Children and Families:** Couple families with children constitute 42.17% of households in the locality, a significant proportion that, combined with the elevated under-14 population, confirms that Last Slice Eaton will serve a consumer base with a substantial family presence. The Applicant has designed the venue from the ground up as a genuinely family-friendly environment, with a dedicated kids' corner, family dining area, child-friendly menu, and trading hours that conclude at midnight, all deliberate responses to the family character of the Eaton locality. The Tavern Restricted licence

⁴¹<https://www.mhc.wa.gov.au/media/2831/western-australian-alcohol-and-drug-interagency-strategy-2018-2022.pdf>

category prohibits the sale of takeaway packaged liquor, removing the pathway to off-premises consumption that is most directly associated with family and domestic harm.

- 7.10 **People from Regional, Rural, and Remote Communities:** Eaton is an urban centre within the Greater Bunbury Region and is not classified as remote or regional in the conventional sense. However, the locality's position as the principal commercial hub of the Shire of Dardanup, and its function as a gateway to the Ferguson Valley tourism region and the broader South West corridor, means the venue will regularly serve visitors and seasonal workers from genuinely regional and rural backgrounds. The Applicant commits to a consistent, controlled service model that applies the same standards of responsible service to all patrons, regardless of origin.
- 7.11 **Justice and Corrections System:** The Applicant will engage proactively with WA Police and local liaison services to ensure that persons with justice system involvement are managed appropriately within and around the premises. Venue operations will at all times support public safety, and the Approved Manager will maintain an open and cooperative relationship with local law enforcement as a core operational standard.
- 7.12 **Other Target Groups:** The Applicant recognises the presence and diverse requirements of older adults, LGBTQI+ individuals, people experiencing social vulnerability, and culturally and linguistically diverse groups within the broader Eaton locality. The proposed premises will operate as an inclusive, respectful, and safe environment for all patrons, one in which dignity, equality and social responsibility are embedded in staff training and daily operational culture, not merely stated as aspirations.

Proactive Harm Minimisation Framework

- 7.13 In line with the strategic directions established by the *Western Australian Alcohol and Drug Interagency Strategy 2018-2022*⁴², the Applicant has structured its operational approach around five evidence-based areas of action:
- **Prevention:** Responsible drinking is actively promoted through staff training, in-venue signage, and a venue culture that normalises moderation. Low and zero-alcohol options are prominently featured, not marginalised, within the beverage program. Educational materials will be available to raise patron awareness of responsible consumption practices
 - **Early Intervention:** Staff are trained to identify and respond to early signs of intoxication or distress before behaviour becomes problematic. RSA protocols provide a clear decision tree for managing vulnerable patrons, including the provision of food, water and non-alcoholic beverages as alternatives to further service
 - **Law Enforcement Engagement:** The Applicant commits to full and proactive compliance with the Act, all licence conditions, and directives from DLGIRS.

⁴²<https://www.mhc.wa.gov.au/media/2831/western-australian-alcohol-and-drug-interagency-strategy-2018-2022.pdf>

Regular communication with WA Police, through Liquor Accord participation and direct operational engagement, will ensure that the venue's management and law enforcement are aligned in their approach to patron safety

- **Treatment and Support Referral:** Management will encourage collaboration with local health services and welfare organisations, and staff will be equipped to provide appropriate referral information to patrons who may benefit from local support services
- **Strategic Coordination:** Active participation in Liquor Accord mechanisms and engagement with policy developments, consumer feedback, and best practice updates will keep the venue's operations responsive and aligned with evolving harm minimisation expectations

7.14 The Applicant also recognises the value of responsible drinking awareness campaigns such as DrinkWise©⁴³, which has demonstrated measurable positive outcomes in shifting consumer attitudes toward moderation:

- 40% of the target audience reduced how much they drank on a night out after exposure to the campaign
- 44% reported the campaign gave them a platform to discuss their drinking with friends
- 76% agreed the campaign prompted reflection on the benefits of moderation
- 91% attempted to moderate their drinking behaviour either before or during an evening out

7.15 These outcomes illustrate that broad-based awareness initiatives, when complemented by responsible venue operations, can produce meaningful and lasting reductions in harmful consumption patterns.

Socioeconomic Context — Shire of Dardanup

7.16 The Shire of Dardanup is a growing, economically active local government area within the Greater Bunbury Region; a region whose population is projected to expand to approximately 150,000 persons by 2050⁴⁴, driven by employment opportunities, lifestyle factors, and continued residential development in the urban growth areas east of Eaton.⁴⁵

⁴³<https://www.alcoholbeveragesaustralia.org.au/wp-content/uploads/Alcohol-Beverages-Industry-Report-Deloitte.pdf>

⁴⁴<https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

⁴⁵<https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

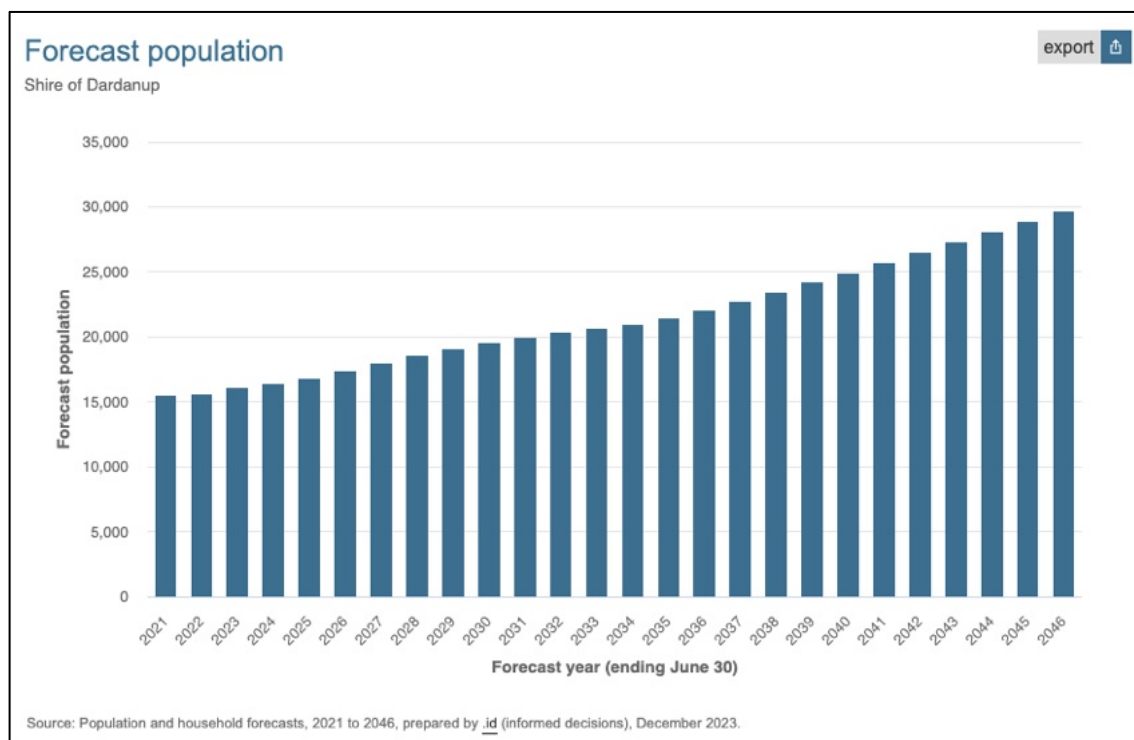


Figure 12: Shire of Dardanup - Population forecast⁴⁶

- 7.17 The Local Planning Strategy identifies a total future population capacity for the Shire of approximately 95,440 persons across all settlements, with the Eaton urban area alone expected to accommodate 15,000 residents at full development, and the major expansion area east of Eaton projected to support a further 70,000 persons over the longer term.⁴⁷ This trajectory of growth, anchored by Eaton as the Shire's commercial and social centre, creates a substantial, expanding and enduring consumer base for quality licensed hospitality infrastructure within the District Centre.
- 7.18 The Shire's mission to *"provide effective leadership in encouraging balanced growth and development of the Shire while recognising the diverse needs of our communities"* is reflected in the LPS9 economy aims of supporting local economic growth, attracting business investment and tourism, and generating local employment.⁴⁸ The proposed premises contributes directly to these aims; creating local employment, stimulating economic activity within the District Centre, and providing Eaton consumers with a hospitality amenity that supports the Shire's vision for a vibrant, people-centred urban core.
- 7.19 The International Economic Development Council (IEDC, 2016) defines local economic development as:

⁴⁶ <https://forecast.id.com.au/dardanup/>

⁴⁷ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

⁴⁸ [https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

*"a program, group of policies, or activity that seeks to improve the economic well-being and quality of life for a community, by creating and/or retaining jobs that facilitate growth and provide a stable tax base."*⁴⁹

- 7.20 This principle is directly embodied in the *Shire of Dardanup's Local Planning Strategy*, which seeks to consolidate the Eaton Town Centre as a fully functional activity centre capable of serving the diverse commercial, social and consumer requirements of a growing regional population. The proposed premises advances this consolidation by introducing a quality food and beverage destination that broadens the centre's offering, increases dwell time, and creates jobs for local residents.
- 7.21 The strategic intent of the Shire's planning framework, as expressed through the LPS and LPS9, encompasses the following economic objectives that are directly served by the proposed premises:⁵⁰

Strategic Intent:

- Support local businesses to create diverse, quality employment opportunities within the District Centre
- Facilitate sustainable economic growth that activates the Eaton Town Centre as the Shire's commercial and cultural heart
- Promote social and consumer outcomes that enhance long-term wellbeing for the Shire's growing population

Key Challenges Addressed:

- Diversifying the hospitality and dining offering within the Eaton Town Centre beyond fast food and casual dining
- Optimising the use of existing commercial tenancies within the endorsed Activity Centre footprint
- Attracting private investment into the District Centre to support its evolution as a multi-use destination

Outcomes Supported:

- Direct and indirect employment generation for Eaton residents
 - Increased commercial activation and foot traffic within the District Centre
 - Enhanced hospitality infrastructure supporting both resident consumers and the Shire's visitor economy
- 7.22 In light of the demographic and socioeconomic profile of the Eaton locality, the Applicant affirms its commitment to operating a venue that contributes positively to consumer wellbeing, supports local employment, and engages actively with the

⁴⁹ <https://www.iedconline.org/>

⁵⁰ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>
[https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

organisations and authorities working to minimise alcohol-related harm within the Shire of Dardanup.

Crime Statistics for the Locality

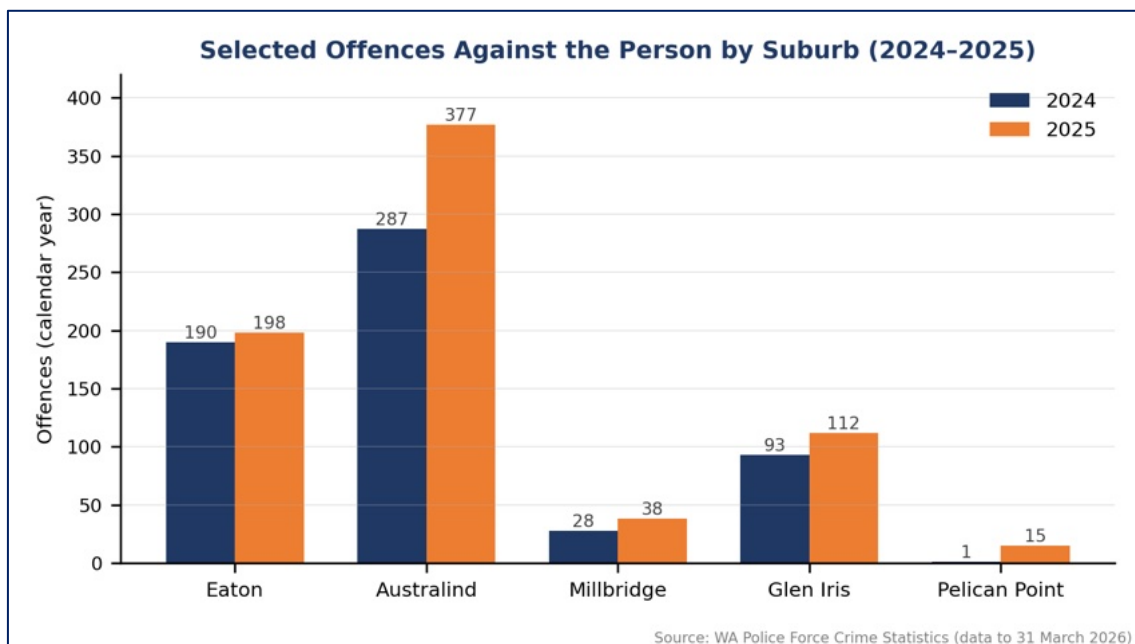


Figure 13: Selected Offences Against the Person - Locality Suburbs (2024-2025)⁵¹

7.23 The figure above and the table below present WA Police Force crime statistics for Selected Offences Against the Person across all five suburbs comprising the defined locality (Eaton, Millbridge, Australind, Pelican Point and Glen Iris) for the 2024 and 2025 calendar years, with published data current to 31 March 2026.⁵² The WA Police Force Crime Statistics portal reports offences based on the location at which the offence occurred, and suburb-level data is reported for each of the five sub-localities individually.

Table 1: Selected Offences Against the Person by suburb - defined locality (calendar years 2024-2025)⁵³

SUBURB	2024	2025
Eaton	190	198
Australind	287	377
Millbridge	28	38
Glen Iris	93	112
Pelican Point	1	15
LOCALITY TOTAL	599	740
WESTERN AUSTRALIA	76,837	83,392

⁵¹ <https://www.wa.gov.au/organisation/western-australia-police-force/crime-statistics>

⁵² <https://www.wa.gov.au/organisation/western-australia-police-force/crime-statistics>

⁵³ <https://www.wa.gov.au/organisation/western-australia-police-force/crime-statistics>

- 7.24 Across the defined locality, recorded offences against the person totalled 740 in the 2025 calendar year, compared with 599 in 2024. This movement is consistent with the Statewide population growth, with offences against the person across Western Australia increasing from 76,837 in 2024 to 83,392 in 2025, driven substantially by population growth.
- 7.25 Assessed on a per-capita basis, the defined locality records approximately 23.5 offences against the person per 1,000 residents (2025 calendar year offences assessed against the 2021 Census population of 31,465), compared with approximately 31.3 per 1,000 across Western Australia on the same basis.⁵⁴ The defined locality therefore continues to record materially lower levels of offences against the person than the State as a whole, and none of the five suburbs comprising the locality presents an offence profile indicative of any unreasonable alcohol-related disorder.
- 7.26 The Applicant acknowledges the limitations of WA Police crime statistics as a standalone indicator of alcohol-related harm in a locality. In particular, the data does not permit identification of:
- Whether alcohol consumption was a contributing factor in any specific offence
 - Whether alcohol involved in any offence was sourced from a licensed premises, and if so, what type
 - Whether offences were committed by repeat or first-time offenders, or whether they involved persons connected to existing licensed venues
- 7.27 These limitations do not diminish the value of the data as a contextual baseline. They do, however, caution against drawing causal connections between licensed venue density and crime outcomes without the locality-specific evidence that such conclusions require; a principle confirmed in *Carnegies LC 28/2015*⁵⁵ and applied consistently in subsequent Commission decisions.
- 7.28 The Eaton locality's social and demographic composition, a mature, predominantly owner-occupier residential population with a median age of 40, moderate incomes, and a strong family household structure, does not present the acute risk indicators associated with elevated alcohol-related crime in comparable WA contexts. The Applicant commits to ongoing collaboration with WA Police and local stakeholders to ensure the proposed premises operates in a manner that is responsive to the locality's safety expectations and contributes positively to the District Centre's amenity.⁵⁶

⁵⁴ <https://www.abs.gov.au/census/find-census-data/quickstats/2021/SAL50553> (Eaton); <https://www.abs.gov.au/census/find-census-data/quickstats/2021/SAL50951> (Millbridge); QuickStats for Australind, Glen Iris and Pelican Point accessed via <https://www.abs.gov.au/census/find-census-data>

⁵⁵ Attachment 6 - Precedent Cases: LC 28/2015 Carnegies Realty Pty Ltd

⁵⁶ [https://www.dlgsc.wa.gov.au/docs/default-source/racing-gaming-and-liquor/liquor/summary-decision-regulatory-impact-statement.pdf?sfvrsn=fd8f6a20_1#:~:text=Mental%20Health%20Commission%20\(WA%20Department,health%2C%20community%20safety%20and%20amenity.&text=Include%20provisions%20in%20the%20Public,the%20locality%20and%20state%20level.](https://www.dlgsc.wa.gov.au/docs/default-source/racing-gaming-and-liquor/liquor/summary-decision-regulatory-impact-statement.pdf?sfvrsn=fd8f6a20_1#:~:text=Mental%20Health%20Commission%20(WA%20Department,health%2C%20community%20safety%20and%20amenity.&text=Include%20provisions%20in%20the%20Public,the%20locality%20and%20state%20level.)

Alcohol-related Hospitalisations

- 7.29 The *WA State Priorities Mental Health, Alcohol and Other Drug Services Plan 2015–2025*⁵⁷, developed by the Mental Health Commission, identifies alcohol misuse as a significant contributor to hospital presentations, emergency department demand, and long-term population health burden across Western Australia. The Plan emphasises the importance of proactive, venue-based harm minimisation as a mechanism to reduce the health system burden at its source.
- 7.30 In recognition of this context, the Applicant's Harm Minimisation Plan has been specifically designed for the proposed Last Slice Eaton premises. It incorporates responsible service protocols, mandatory RSA training, CCTV surveillance, incident management procedures, and a prohibition on gimmick promotions; a comprehensive operational framework directed at minimising the risk of intoxication, disorder, and health harm in and around the premises.
- 7.31 Research from the Australian Institute of Health and Welfare confirms a meaningful and continuing shift in Australian drinking culture; per capita alcohol consumption is at a 50-year low, rates of risky drinking have declined, underage drinking has decreased significantly, and daily drinking is less prevalent across all age groups.⁵⁸ These trends support the view that the opening of a quality, family-oriented Tavern Restricted hospitality venue will not reverse or exacerbate positive cultural shifts but will provide a well-managed environment in which responsible consumption is the norm.
- 7.32 The Applicant also acknowledges State-wide concerns regarding methamphetamine use, which the WA Mental Health Commission has identified as a serious public health issue. The proposed premises will enforce a strict zero-tolerance policy toward any illicit drug use or possession on the licensed premises. Staff will be instructed to work cooperatively with WA Police and relevant enforcement agencies to report any suspected illicit drug activity, ensuring the venue remains a safe, law-abiding environment for all patrons and the surrounding locality.
- 7.33 Having reviewed the available statistics and applied the operational experience of the Last Slice Group to the specific characteristics of the Eaton locality, the Applicant submits that the proposed premises will not contribute unduly to alcohol-related harm, hospitalisations, or deaths within the locality. The venue's operational model, hospitality-focused, family-oriented, trading within permitted hours, and supported by a comprehensive Harm Minimisation Plan, is specifically calibrated to serve consumers responsibly.

⁵⁷ <https://www.mhc.wa.gov.au/awcontent/Web/Documents/2015-2024/WA-mental-health-AOD-services-plan-2015-2025.pdf>

⁵⁸ <https://www.aihw.gov.au/getmedia/77dbea6e-f071-495c-b71e-3a632237269d/aihw-phe-270.pdf?v=20230605184325&inline=true>

Step 2 — Likely Harm from This Application

7.34 Having regard to the licence type sought, the operational model proposed, the demographic profile of the locality, and the mitigation measures in place, the Applicant submits that the likely harm arising from the conditional grant is low. The basis for this assessment is:

- The Tavern Restricted Licence prohibits takeaway packaged liquor, eliminating the off-premises consumption pathway most directly associated with residential harm.
- The family-oriented model targets a moderate, broad demographic rather than the late-night, high-consumption profile associated with elevated harm.
- A comprehensive Harm Minimisation Plan, CCTV, mandatory RSA, and an Approved Manager on-premises at all times collectively reduce the likelihood and severity of any adverse incident.
- The enclosed shopping centre tenancy environment provides inherent access control and shared passive security infrastructure.

Step 3 — Comparative Analysis

7.35 The existing harm profile of the Eaton locality does not exhibit the acute risk characteristics associated with high-harm refusals in comparable WA licensing decisions. The likely marginal increase in alcohol-related harm from a single, enclosed shopping centre Tavern Restricted premises operated by an experienced and award-winning hospitality group is, on any balanced evidence-based assessment, negligible and manageable. The Carnegies principle is decisive here: the Act requires minimisation of harm, not its elimination. A zero-risk standard is neither the statutory objective nor a rational basis for refusal.⁵⁹

Step 4 — Weighing Harm Against Public Interest Benefits

7.36 The public interest benefits of the proposed premises, a quality licensed hospitality destination for a consumer base of 31,465 residents currently underserved by this category of venue, meaningful local employment, activation of the District Centre, support for the Shire's tourism gateway function, and alignment with LPS9 economy and community aims, substantially outweigh the low and manageable risk of incremental harm. The Applicant submits that this weighing exercise, conducted honestly and with reference to the evidence cogently assembled in this submission, yields a clear and confident public interest case for the conditional grant.

⁵⁹ Attachment 6 – Precedent Cases

Strategies to minimise harm or ill health

- 7.37 The Applicant has developed a comprehensive Harm Minimisation Plan aligned with State and local public health objectives. The Plan integrates responsible service of alcohol, rigorous prevention of underage access, free potable water availability, consistent food service throughout most trading hours, a non-alcoholic beverage program, and CCTV surveillance, providing a layered, evidence-based framework for harm prevention that reflects the Applicant's genuine commitment to consumer wellbeing.
- 7.38 The Applicant supports *Crime Stoppers Western Australia's*⁶⁰ vision and community safety objectives, recognising the organisation's role in facilitating community-led crime prevention and intelligence sharing with WA Police. The venue's management will actively cooperate with local enforcement agencies and help ensure a secure environment on the premises and across the wider Eaton Town Centre precinct.
- 7.39 In applying the principles of *The Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015–2025*⁶¹, the proposed premises will adopt the following operational commitments:
- Person-centred responses, patron requirements will be addressed respectfully, safely, and without discrimination
 - Pragmatic, non-ideological approaches to alcohol-related risk management
 - A venue culture in which harm minimisation information is actively shared with patrons and embedded in staff practice
 - Adaptability to emerging challenges, incorporating learnings from Liquor Accord engagement and regulatory feedback
- 7.40 Consistent with these principles, the Applicant's operational goals are to:
- Promote responsible and moderate alcohol consumption as the baseline expectation of the venue
 - Prevent underage access through non-discretionary ID verification and school uniform policies
 - Actively protect at-risk groups through targeted service protocols, incident management procedures, and consumer engagement
 - Collaborate with WA Police, the CHO's office, DLGIRS, and the Shire of Dardanup to ensure the venue's operations remain aligned with evolving consumer expectations

⁶⁰ <https://www.crimestopperswa.com.au/>

⁶¹ <https://www.mhc.wa.gov.au/awcontent/Web/Documents/2015-2024/WA-mental-health-AOD-services-plan-2015-2025.pdf>

- 7.41 The manner of trade, dress standards, price positioning, and the quality of the interior fit-out are all deliberate design decisions directed at attracting a mature, responsible patronage profile. Last Slice Eaton is conceived as a locally embedded, family-friendly, hospitality and entertainment venue; not a late-night venue, not a high-volume alcohol outlet, and not a venue that targets at-risk demographics. This positioning is itself a harm minimisation strategy, and it informs every aspect of how the premises has been designed and will be operated.

Responsible Service and Promotion

- 7.42 The Applicant gives an unqualified commitment to the responsible service and promotion of alcohol at Last Slice Eaton. Any patron displaying signs of intoxication will not be served further alcohol; they will be offered food, water, or non-alcoholic alternatives as a first response. Should the patron become disruptive or refuse to comply with reasonable directions, they will be courteously but firmly asked to leave, in a manner consistent with RSA obligations and the venue's Harm Minimisation Plan.
- 7.43 Staff will be equipped to assist departing patrons in accessing safe transportation options, including rideshare and taxi services, where appropriate and necessary. Patron areas will be actively supervised throughout trading hours by RSA-trained staff, with particular attention given to identifying early signs of intoxication before they escalate. Trading will cease at midnight, after which the premises will be secured to ensure a safe and orderly close of trade.
- 7.44 The Applicant is fully committed to compliance with the Director's Policy on the *Responsible promotion and advertising of alcohol*, which provides the industry with a framework of practices considered acceptable to prevent intoxication, antisocial behaviour, and irresponsible service. The policy framework:
- Promotes responsible drinking behaviours across the venue's patronage
 - Minimises the risk of alcohol-related harm or ill-health
 - Ensures promotional activity does not incentivise rapid or excessive consumption
 - Aligns the venue's commercial activities with consumer expectations and legal obligations
- 7.45 Any promotional activity associated with Last Slice Eaton will be assessed against this framework before being published, displayed, or communicated. Pricing or promotional structures designed to encourage rapid, excessive, or irresponsible consumption, the so-called "*gimmick promotions*", are prohibited as a matter of policy and will remain so throughout the life of the licence.
- 7.46 Service Staff will hold current RSA certification from a nationally accredited training provider as a condition of employment, with certificates recorded in an on-premises training compliance register. This baseline training obligation underpins the responsible

service culture that the Applicant is committed to building and sustaining across the lifetime of the venue.

CCTV

- 7.47 A CCTV surveillance system will be installed at all entry and exit points of Last Slice Eaton. The system will be operational at all times the premises is trading, and all footage will be retained in full compliance with the Director's Policy on *Security licensing conditions*.
- 7.48 The system will be capable of producing clear images suitable for individual identification, incorporating time and date stamps and all other technical specifications required under the Director's Policy. It will operate continuously during trading hours and for a minimum of one hour after trading ceases each day.
- 7.49 All recorded footage will be retained for a minimum of 28 days, or such longer period as the Director of Liquor Licensing specifies, and will be made available promptly for inspection, viewing, or retrieval by WA Police or any other authorised officer upon request.
- 7.50 All staff, including the Approved Manager and Duty Managers, will receive practical training in the operation and retrieval functions of the CCTV system. This ensures that footage can be accessed efficiently when required by law enforcement, local government, or the licensing authority, supporting both compliance and the operational integrity of the venue's security framework.

8 Community Consultation

- 8.1 Prior to the lodgement of this application, the Applicant's representative undertook proactive consultation with key regulatory and public health stakeholders. Each organisation was provided with details of the proposed application and invited to comment or raise any concerns. The Applicant's engagement with these bodies reflects its genuine commitment to transparency and its recognition that collaborative relationships with regulatory authorities are foundational to responsible venue management.

WA Police Liquor Enforcement Unit (LEU)

- 8.2 A detailed email brief was provided to the WA Police Liquor Enforcement Unit (LEU) outlining the nature of the application, the proposed premises, the licence type sought, and the Applicant's identity. The LEU was invited to provide any feedback it considered relevant at this stage of the process. The Applicant understands and accepts that the LEU will conduct its own independent assessment of the application in its entirety once the statutory advertising period commences, and that any intervention by the LEU will be considered on its merits by the licensing authority. The Applicant confirms that this pre-lodgement communication does not constitute, and is not represented as, any form of endorsement or support for this application by the LEU.

Chief Health Officer (CHO)

- 8.3 The Applicant's representative similarly provided a written brief to the Office of the Chief Health Officer at the WA Department of Health, outlining the key parameters of the proposed Tavern Restricted Licence application for Last Slice Eaton. The Applicant acknowledges that the CHO retains full independence in its assessment of this application and will form its own views when the application is advertised. Any response from the CHO's office to the Applicant's pre-lodgement communication does not constitute endorsement of or support for this application in any respect.

Advertising and Notice of Application

- 8.4 In accordance with the requirements of the Act, a Notice of Application will be distributed to the following categories of organisation situated within the defined 3km locality of the proposed premises:
- Schools
 - Hospitals and hospices
 - Aged care facilities
 - Drug and alcohol treatment centres
 - Short-term accommodation and refuges for young people
 - Childcare centres
 - Churches and places of worship
 - The Shire of Dardanup
 - The local WA Police station
- 8.5 Each recipient will be afforded the opportunity to review the application in full and to make a formal submission to the licensing authority should they wish to do so.

9 Section 38 (4) (b) of the Act – Impact on Amenity

- 9.1 The Applicant has given careful and specific consideration to the impact that the operation of Last Slice Eaton may have on the amenity of the surrounding locality. The term "*amenity*" in section 38(4)(b) is concerned with whether, and to what extent, the granting of an application would be likely to have any positive or negative effects or consequences upon the overall character, quality and enjoyment of life within the locality. The Applicant's assessment of this question leads to the uncontraversial conclusion that the proposed premises will enhance rather than diminish local amenity, and that this conclusion is well-supported by the character of the site, the nature of the operational model, and the strategic planning context of the Eaton Town Centre.
- 9.2 The proposed premises is to be established within Shop T105 of the Eaton Fair Shopping Centre, an enclosed commercial tenancy within the Shire of Dardanup's principal District Centre. This setting is materially significant to the amenity assessment. Unlike a standalone licensed venue on a suburban high street, a tenancy within an established shopping centre operates within a managed commercial environment that provides inherent separation from sensitive residential uses, shared centre management and security oversight, and an established pattern of commercial and consumer activity that already anchors the character of the surrounding area. The Eaton Town Centre is formally designated under *Local Planning Scheme No. 9*⁶² and the Shire's *Local Planning Strategy*⁶³ as the commercial and cultural heart of the Shire; a place where retail, hospitality, consumer services and commercial activity are not only permitted but actively encouraged.
- 9.3 The venue's physical layout and operational design have been developed with amenity protection as a foundational consideration. Measures incorporated into the venue's design and operations include:
- Strategic placement of entertainment and social areas within the tenancy footprint to maintain appropriate separation from any sensitive interfaces,
 - Encouragement of public transport use and pedestrian access to the premises, with adequate parking available within the Eaton Fair Shopping Centre to prevent congestion or displacement of traffic into surrounding residential streets,
 - Full adherence to a Noise Management Plan⁶⁴ prepared in compliance with the Environmental Protection (Noise) Regulations 1997, ensuring the premises operates within all prescribed noise limits at all times,
 - Active supervision of all patron areas, including any alfresco spaces, by trained staff throughout trading hours, with particular attention to patron behaviour at close of trade.

⁶² [https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

⁶³ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

⁶⁴ Attachment 8 - Noise Management Plan

- 9.4 The Applicant acknowledges that the *Environmental Protection (Noise) Regulations 1997*⁶⁵ establish the statutory framework for managing all noise from the proposed premises and commits to strict and ongoing compliance with those standards. Evidence-based best practice in noise management for licensed hospitality venues, including low-frequency attenuation, internal acoustic zoning, and structured operational protocols, will be incorporated into the Noise Management Plan and implemented from the first day of trading.
- 9.5 The Applicant is committed to maintaining open, accessible and responsive communication channels with Eaton consumers, including neighbouring residents, business operators, the Shire of Dardanup, and any other relevant stakeholders. The venue's management will actively seek patron and consumer feedback, respond promptly to any concerns raised, and adapt operational practices where reasonable and appropriate. This approach reflects the Applicant's understanding that consumer trust is earned through consistent conduct, not simply declared through a submission document.
- 9.6 The location of the proposed premises within the Eaton Fair Shopping Centre places it firmly in an established commercial and civic precinct, surrounded by compatible retail, food and service uses, rather than sensitive residential development. This land use compatibility is a significant amenity advantage. The existing amenity character of the Eaton Town Centre already encompasses commercial activity, fast food outlets and a range of consumer services, and the addition of Last Slice Eaton diversifies and improves the quality of this established mix rather than introducing an incompatible use.⁶⁶
- 9.7 The Harm Minimisation Plan, RSA training program, CCTV infrastructure, and staffing protocols embedded in the venue's operational framework collectively serve a dual function: they protect patrons and consumers from alcohol-related harm, and they actively maintain the amenity of the District Centre precinct by ensuring the premises is a well-managed, safe and orderly environment throughout trading hours and at close of trade. A venue that is actively managed by competent, trained staff, where patron behaviour is monitored, incidents are documented, and problems are addressed before they escalate, makes a positive contribution to local amenity, not a negative one.
- 9.8 The Shire of Dardanup's *LPS9*⁶⁷ articulates an explicit aim to preserve the character and amenity of the built form and natural environment, and to support community wellbeing by promoting active, connected, safe and secure pursuits for all. A well-managed, licensed venue within the District Centre directly advances these aims. It creates a safe, activated public space that draws residents into positive social interaction, supports the Eaton Town Centre's function as the Shire's commercial and cultural hub, and

⁶⁵ https://www.legislation.wa.gov.au/legislation/statutes.nsf/main_mrtitle_1399_homepage.html

⁶⁶ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

⁶⁷ [https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

contributes to the sense of place and local identity that the Shire's planning framework is designed to cultivate.

- 9.9 The Applicant submits that Last Slice Eaton will deliver measurable positive contributions to the amenity of the Eaton locality through economic activation, employment generation, quality hospitality infrastructure, and a professionally managed environment that reflects well on the District Centre as a whole. Any residual risk of amenity impact attributable to the service of liquor is addressed, managed, and mitigated through the operational, acoustic, and harm minimisation frameworks described in this submission and its attachments. Having regard to the totality of these measures and the strategic context of the Eaton Town Centre, the Applicant respectfully submits that the conditional grant of the licence will not lessen the amenity, quiet or good order of the locality and is in all respects in the public interest.

10 Section 38 (4) (c) of the Act – Offence, Annoyance, Disturbance or Inconvenience

- 10.1 Section 38(4)(c) of the Act directs the licensing authority to consider whether offence, annoyance, disturbance or inconvenience might be caused to persons residing or working in the vicinity of the proposed premises. The Applicant has addressed this consideration with the same rigour applied throughout this submission, not as a box-ticking exercise, but as a genuine operational commitment that is embedded in the venue's staffing structure, management culture, physical design, and day-to-day trading practices.
- 10.2 The Applicant is fully cognisant of the obligations that attach to the operation of a licensed premises under the Act, the Director's Policies, and recognised industry best practices. The measures adopted to address section 38(4)(c) are integrated into the broader harm minimisation and venue management framework detailed throughout this submission. Specifically, to minimise the risk of offence, annoyance, disturbance or inconvenience to persons residing or working in the vicinity, the Applicant will at all times:
- Maintain appropriate and experienced staffing levels throughout all trading hours
 - Prohibit all forms of discounted or incentivised 'cheap drink' promotions that encourage rapid or excessive consumption
 - Refuse entry to unaccompanied juveniles at any time
 - Refuse entry to any person who presents as intoxicated
 - Engage only mature, professionally trained staff with current RSA certification as a condition of employment
 - Provide a genuine and accessible range of low-alcohol and non-alcoholic beverage options throughout trading hours

- Comply with the Tavern Restricted Licence condition prohibiting the sale of takeaway packaged liquor
- Ensure that no advertising or promotional material targeting or appealing to juveniles is displayed at or near the premises
- Deliver regular, RSA training to all staff and refresh that training as required

Harm Minimisation Plan

- 10.3 Last Slice Eaton is committed to delivering a high-quality, family-friendly hospitality experience grounded in the principles of responsible alcohol service and harm minimisation. The safety, well-being, and enjoyment of every patron, and the broader Eaton consumer base, are the primary considerations that inform every aspect of how the venue will be managed. The Applicant does not regard harm minimisation as a compliance burden. It is the operational standard against which the venue's culture and performance will be measured.
- 10.4 Every member of the management team and service staff at Last Slice Eaton will be trained to embody a culture of responsible, attentive hospitality. Guests will be treated with professionalism, dignity, and genuine care, and staff will understand that responsible service and exceptional customer experience are not competing objectives. They are the same objective, and they reinforce each other.
- 10.5 The foundational purpose of the Harm Minimisation Plan is to protect the health and safety of patrons and consumers while operating in a manner that meets both the expectations of the Eaton locality and the legal obligations imposed by the Act. The Applicant's approach is proactive, evidence-based, and responsive to consumer feedback, not reactive or minimum-compliant.

Controlling Intoxicated Persons

- 10.6 All patron areas at Last Slice Eaton will be actively supervised by RSA-trained staff throughout trading hours. The Applicant's approach to intoxication management is one of early identification and early intervention, staff are trained to recognise the early indicators of intoxication and to respond before behaviour becomes problematic, rather than waiting for a visible incident to trigger action.
- 10.7 Where a patron displays signs of intoxication, alcohol service will be ceased immediately, and the patron will be offered water, food, or a non-alcoholic alternative as a first response. Where the patron's behaviour becomes disruptive or they decline reasonable directions from staff, they will be courteously but firmly requested to leave the premises. These procedures are documented in the Harm Minimisation Plan and form a non-negotiable element of staff training and performance expectations.

Monitoring Accompanied and Unaccompanied Juveniles

- 10.8 The experienced Applicant enforces an unconditional policy prohibiting the sale or supply of alcohol to minors and is firmly committed to preventing underage access to alcohol at the proposed premises. The following measures will be implemented without exception:
- No juvenile will be served alcohol under any circumstance, regardless of the presence of a supervising adult or the minor's ability to produce identification
 - Unaccompanied juveniles will not be permitted entry to any licensed area of the premises
 - Any minor found to be consuming alcohol on the premises will be immediately removed from the licensed area, and a responsible adult accompanying that minor will be notified
 - All staff will receive specific, ongoing training to maintain vigilance in detecting and appropriately managing underage access attempts, in full compliance with the Act and the Director's policies relating to juveniles
- 10.9 Given that the defined Eaton locality has a proportion of children under 14 years (22.09%) that exceeds both the Greater Perth and Western Australian averages, the Applicant regards the rigorous enforcement of juvenile management protocols as a particularly important obligation to consumers. Last Slice Eaton will be a venue where families feel confident their children are in a safe, responsibly managed environment.

Resolving Complaints

- 10.10 The Applicant places high value on consumer trust and is committed to maintaining it through responsive, respectful and transparent complaint management. The following procedures will be embedded in the venue's operational framework:
- Patrons and consumers will be actively encouraged to raise concerns directly with the Approved Manager on duty, who will acknowledge and address those concerns promptly and without defensiveness
 - A complaint resolution process will be established and maintained, including records of all complaints received, the steps taken to address them, and the outcomes achieved
 - Multiple feedback channels will be accessible, including in-person engagement, digital review monitoring, and written correspondence, ensuring that all consumers have a practical means of raising concerns and receiving a considered response

Respect for Neighbours and the Local Community

10.11 The Applicant recognises that the Eaton Town Centre, while a commercial precinct, is surrounded by and serves a residential population of 31,465 persons. The obligation to operate with sensitivity to neighbouring residents is not merely a regulatory requirement; it reflects the Applicant's genuine investment in being a responsible and respected part of the Eaton locality for the long term. To give practical effect to this commitment, the following measures will be maintained throughout the life of the licence:

- Patrons will be reminded at close of trade to depart the premises quietly and with consideration for the surrounding neighbourhood
- Clearly visible exit signage will request that patrons minimise noise and conduct themselves respectfully in the surrounding area after leaving the venue
- Staff will be positioned to actively supervise patron departures, encourage orderly exits, and manage any congregation near the venue's entry and exit points
- Any patron who engages in disruptive, offensive or antisocial behaviour, within or immediately outside the premises, will be refused further service and may be denied re-entry on future occasions

Incident Register and Compliance Monitoring

10.12 The Applicant will maintain a detailed Incident Register in accordance with section 116A of the Act. The Incident Register will function as an active venue management tool, identifying patterns, informing training decisions, and providing the Applicant with an honest representation of the venue's operational performance. The Register will record:

- All alcohol-related incidents, including refusals of service, patron intoxication events, and any disturbances on or immediately adjacent to the premises
- All complaints received from patrons or members of the surrounding community
- Security-related matters, including any interaction with WA Police, the Liquor Enforcement Unit, or other authorised officers

10.13 The Incident Register will be maintained in a readily accessible format and made available for inspection by the Director of Liquor Licensing, the Liquor Enforcement Unit, or any other authority with a lawful basis to inspect it. This transparency is a deliberate expression of the Applicant's accountability and of its confidence that the venue's operations will withstand scrutiny.

Responsible Service of Alcohol (RSA)

10.14 The responsible service of alcohol is the operating standard that governs every interaction between Last Slice Eaton's staff and its patrons. The Applicant's RSA framework is not limited to the minimum statutory requirements; it is an integrated

training, supervision, and performance management program designed to build and sustain a genuine culture of responsible service across the entire venue team.

10.15 Training:

- Both Directors, as Approved Managers, hold or will hold the Management of Licensed Premises (MLP1) qualification prior to commencement of trade, ensuring that the most senior operational decision-makers carry the highest applicable qualification
- In-house staff will obtain RSA certification from a nationally accredited training provider as a condition of employment, prior to commencing any duties involving the service of alcohol
- Structured in-house training will supplement statutory RSA, covering the practical management of intoxicated, disorderly or aggressive patrons, the early identification of vulnerability, and the escalation of complex situations to the Approved Manager
- RSA training will be completed within the first four weeks of employment, and refreshed periodically, and whenever legislative or policy requirements change
- All RSA certificates and training records will be maintained in a Training Register kept on the premises, in compliance with the Director's Policy on Mandatory Training for Licensees, Approved Managers and Employees

10.16 Responsible Service of Alcohol Practices:

- Every staff member involved in the service of alcohol will hold current RSA certification and will operate under the direct supervision of the Approved Manager
- Liquor will be sold and supplied exclusively in accordance with the conditions of the Tavern Restricted Licence, on-premises consumption only, no packaged takeaway
- No promotional activity, pricing structure, or incentive scheme that encourages the rapid, excessive, or irresponsible consumption of alcohol will be permitted at any time
- The full beverage range, including water, soft drinks, and low-alcohol and zero-alcohol alternatives, will be available and actively promoted throughout all trading hours
- Staff will proactively monitor consumption and patron behaviour throughout the venue, maintaining a culture in which moderate, responsible enjoyment is the norm rather than the exception

10.17 ID Checking Strategies:

- All staff will be trained in robust ID verification procedures, including the recognition of fraudulent, altered or expired documents
- Where a staff member holds any doubt as to a patron's age or the authenticity of identification presented, multiple forms of ID may be requested before service is provided
- Only valid, government-issued photographic identification will be accepted, including Western Australian and interstate driver's licences, passports, Proof of Age cards, and other photo cards issued by Australian states or territories, in accordance with the Act and the Director's approved identification list



Checking Identification Procedure – 1. Australian Drivers License

The following points are important when checking an ID for validity.

1. Always ask for the licence to be taken out of the wallet or purse.
2. Tilt the licence to see the reflection from the holographic picture in the background.
 - a. If there is no reflection then it is a fake licence
3. Check the date – You need to ensure their 18th birthday has been before the current date exactly. So please check the day, month and year. Teenagers will try and come in earlier before their actual birthday as they often have friends of age.
4. If you are unsure about the picture on the licence, you must do all of the following:
 - a. Request to see another form of ID (ie; bank card or credit card) and ensure that the names match exactly.
 - b. Quiz the patron on their address, what star sign they are, middle name (they may make a mistake on giving you the correct answer)
5. If you come across a fake ID you **MUST CONFISCATE THE ID IMMEDIATELY** and lodge with management.

Please note that if you do not follow the correct ID checking procedures and we allow juveniles into the premise, you can be fined \$1000 minimum from the Liquor Licensing Department under the Liquor Control Act.




2. A proof of age card

- The proof of age card is a personal identity card which is available to anyone 18 years or over.
- The card shows only those details considered necessary for identification including:
 - a. Name, Date of Birth, Signature and Photograph
 - b. For Security reasons, your card does not show your address.
 - c. The same ID checking procedure applies to Proof of age card.

3. A Passport with Photo

- Current valid passport (not expired)
- Must have a Photo
- Can be International in nature (From another country)
- Note that you need to be careful looking at a passport picture as passport can be valid for 10 years so the picture of the person can be quite different to what they look like.
- Please follow the same ID checking procedures with the Drivers licence and request to see another form of ID with the patron's name.

11 Section 38(4)(ca) – Tourism, Cultural and Community Matters

*Tourism, supported by strong investment in, and development of, Western Australia's cultural features and activities, helps to build the State's identity and to generate a sense of place. Western Australia has a unique range of experiences to offer that includes the celebration of Aboriginal culture, iconic landscapes and biodiversity and major festival events. The infrastructure that supports these activities is an important contributor to the State's economy*⁶⁸

- 11.1 Section 38(4)(ca) of the Act requires the licensing authority to consider any effect the granting of an application might have in relation to tourism, or community or cultural matters. The Applicant embraces this consideration as one of the most compelling dimensions of the public interest case for Last Slice Eaton because the Shire of Dardanup is, by any measure, a Shire where tourism matters, where local identity is strong, and where quality hospitality infrastructure plays a direct and meaningful role in both.
- 11.2 The Shire of Dardanup is home to one of Western Australia's most recognised regional tourism destinations, the Ferguson Valley. Characterised by vineyards and wineries, farm stays, arts and crafts, nature-based recreation, places of historical interest, and internationally known attractions, including Gnomesville at Wellington Mill, the Ferguson Valley draws visitors from across the State, nationally, and internationally. Visitor numbers to the Ferguson Valley Visitor Centre grew by 195% between 2008 and 2012, with an annual average growth of 31%, reflecting the region's deepening profile as a destination of genuine tourism significance.⁶⁹
- 11.3 The Shire's *Local Planning Strategy*⁷⁰ explicitly identifies tourism as a strategic priority, with Objective 7 emphasising the importance of tourism activities and the establishment of conditions under which such uses may be developed. *LPS9*⁷¹ extends this commitment through dedicated tourism aims, including the encouragement of a diverse tourist industry that complements the natural environment, stimulates sustainable economic development, and creates employment opportunities, and the promotion of tourism uses that enable local businesses to capitalise on the Shire's reputation as a premier tourist destination, particularly the Ferguson Valley.
- 11.4 Eaton, as the Shire's District Centre and principal urban gateway, is the first point of commercial contact for the significant volume of visitors travelling to the Ferguson Valley, the Wellington Regional Park, the Wellington Discovery Centre, and the broader South West tourism corridor. The establishment of Last Slice Eaton within the Eaton Town Centre provides these visitors with a quality, licensed hospitality destination at

⁶⁸ https://www.wa.gov.au/system/files/2021-05/FUT-SPS-State_Planning_Strategy_2050.pdf

⁶⁹ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

⁷⁰ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

⁷¹ [https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-\(text\)](https://www.dardanup.wa.gov.au/documents/226/draft-local-planning-scheme-no-9-(text))

the gateway to the Shire, extending their engagement with the local economy, increasing dwell time, and enhancing the overall visitor experience before or after exploring the Shire's rural tourism attractions.

- 11.5 The operations of the proposed Last Slice Eaton will contribute meaningfully to the local economy through employment creation, hospitality activation, and support for local and regional producers. This contribution aligns directly with section 5(1)(c) of the Act; the object of catering to the requirements of consumers of liquor-related services with regard to the development of the liquor industry, the tourism industry, and the hospitality industries of the State.

Western Australia Visitor Economy Strategy 2033 (WAVES 2033)⁷²



Figure 14: WAVES 2033

- 11.6 The Western Australia Visitor Economy Strategy 2033 (WAVES 2033) establishes the State Government's long-term vision for tourism growth; targeting an increase in the visitor economy from \$14 billion in 2022 to \$25 billion by 2033, and positioning Western Australia as a world-class destination offering unique cultures, communities, and natural environments.
- 11.7 WAVES 2033 identifies several strategic priorities directly relevant to the proposed premises:

⁷² <https://www.wa.gov.au/system/files/2024-10/waves2033.pdf>

- The strategy prioritises the creation of vibrant, socially engaging precincts, recognising that quality hospitality venues are critical infrastructure for attracting and retaining visitors within a destination
- High-yield travellers, identified by WAVES 2033 as the most economically valuable visitor segment, seek premium, authentic and culturally grounded food and beverage experiences. The proposed Last Slice Eaton, with its commitment to West Australian produce, South West regional producers, and the distinctive Last Slice brand experience, responds directly to this demand
- The WA Government has allocated \$530 million over four years to tourism marketing, destination development and events, an investment that underscores the strategic importance of quality hospitality infrastructure as a component of the visitor economy
- WAVES 2033 emphasises the requirement to increase the density and diversity of hospitality venues to support visitor growth and precinct vibrancy, particularly in regional centres that serve as gateways to natural and cultural attractions

11.8 Tourism contributes \$7.7 billion in Gross Value Added and \$8.7 billion in Gross State Product to the Western Australian economy, supporting over 89,000 filled jobs. Food and beverage venues represent 47% of direct tourism jobs and contribute \$804 million to tourism GVA, the largest share of any tourism sub-sector. This data confirms that licensed hospitality venues are not peripheral to Western Australia's tourism economy; they are its largest direct employment component and its principal point of economic contact with visitors.

Tourism and Consumer Contribution — Eaton and the Shire of Dardanup⁷³

11.9 The proposed premises will deliver a range of specific tourism and consumer benefits to the Eaton locality and the wider Shire of Dardanup:

- **Visitor Economy Enhancement:** Last Slice Eaton will provide the Shire's most significant urban gateway with a quality, licensed food and beverage destination currently absent from the District Centre at this level of offering. Visitors to the Ferguson Valley and the South West corridor will have a compelling reason to stop, eat, drink and spend time in Eaton's commercial core
- **Local Employment:** New and ongoing hospitality employment will be created for residents of Eaton, including entry-level and career-pathway roles that support the Shire's economic development objectives. The accommodation and food services sector represented 5.9% of Shire employment in 2011 and was among the fastest growing employment categories; a trend that Last Slice Eaton will actively support

⁷³ <https://www.dardanup.wa.gov.au/documents/186/local-planning-strategy>

- **Local Producer Support:** The venue's commitment to West Australian wines, beers, and ciders, with emphasis on South West producers whose geographical proximity to the Shire reinforces the regional provenance story, directly supports the local and regional liquor and agricultural industries. This is precisely the kind of venue-producer relationship that WAVES 2033 and the Taste 2020 food and wine tourism strategy identify as critical to building WA's reputation as a culinary tourism destination
- **Consumer Connectivity: Beyond its tourism function,** Last Slice Eaton will serve as a consumer gathering place for the 31,465 residents of the defined locality; a safe, inclusive, and professionally managed venue where families, sporting groups, professionals, and visitors can socialise, celebrate and connect. The LPS9 community and population aims expressly call for support of community wellbeing through active, connected, safe and secure pursuits, and a well-managed licensed venue of this quality contributes directly to those aims

11.10 The Shire of Dardanup's tourism profile is distinctive: rural in character and nature-based in its primary attractions, but urban in its service infrastructure. This creates a specific and important role for quality hospitality venues in the Eaton Town Centre: they bridge the gap between the Shire's rural tourism product and the contemporary consumer expectations of visitors who arrive from Perth, regional centres, and interstate. Last Slice Eaton occupies this bridging role with a brand and operational model that is simultaneously accessible to local consumers and appealing to the visitor market, not a tourist trap, but a genuine hospitality destination with local character and regional provenance.

11.11 The domestic tourism recovery documented by Tourism Research Australia confirms that regional Australia has been among the strongest beneficiaries of the post-COVID resurgence in domestic travel. Domestic overnight visitor spends reached record highs, with regional areas surpassing pre-pandemic benchmarks, reflecting a sustained consumer preference for authentic, regionally grounded experiences over generic metropolitan offerings. The Shire of Dardanup, with its Ferguson Valley tourism brand and its accessible position within the South West corridor, is well-placed to benefit from this trend. Last Slice Eaton adds a diverse quality hospitality anchor to the Shire's urban core at exactly the right moment in the region's tourism development trajectory.

Cultural Matters

11.12 Western Australia's cultural identity is inseparable from its food, wine, and hospitality traditions, and the Shire of Dardanup exemplifies this relationship. The Ferguson Valley's wine and food culture, the Bull and Barrel Festival at the Dardanup townsite, the annual foreshore festival on the Collie River, and the diverse arts and crafts offering of the rural Shire together constitute a rich cultural identity that hospitality venues like Last Slice Eaton both serve and strengthen.

- 11.13 By championing West Australian produce, supporting local beverage producers, and providing a welcoming venue for consumer events, functions, and social gatherings, Last Slice Eaton embeds itself in the cultural life of the Eaton locality rather than existing at its margins. The venue's programming, which includes live sports, functions, and consumer events, provides platforms for local social interaction that reinforce social bonds and contribute to the sense of place and local identity that the Shire's planning framework is designed to cultivate.
- 11.14 The proposed Last Slice Eaton will deliver measurable and enduring benefits across all three dimensions of section 38(4)(ca); tourism, cultural matters, and consumer benefit. It strengthens Western Australia's visitor economy by providing quality hospitality infrastructure at the gateway to one of the State's most recognised regional tourism destinations. It contributes to the cultural life of the Eaton locality by championing local producers, hosting consumer events, and providing a venue that reflects and reinforces the Shire's identity. And it delivers concrete consumer benefits, employment, economic activation, and a safe, inclusive social environment that serve the diverse cross-section of the 31,465 residents who call this locality home. The Applicant submits that these contributions weigh decisively in favour of the conditional grant of the licence in the public interest.

12 Summary

- 12.1 Hospitality Total Services (Aus) Pty Ltd, on behalf of Last Slice Eaton Pty Ltd, respectfully submits this Public Interest Assessment in support of the application for the conditional grant of a Tavern Restricted Licence for the proposed premises to be known as Last Slice Eaton, to be located at Shop T105, Eaton Fair Shopping Centre, 2 Recreation Drive, Eaton WA 6232.
- 12.2 A Tavern Restricted Licence, conditionally granted pursuant to section 41 of the Liquor Control Act 1988, authorises the sale and supply of liquor for consumption on the licensed premises only, with no packaged liquor available for off-premises consumption. The Applicant confirms that all requirements applicable to this licence category have been satisfied, and that the application has been compiled and submitted in full compliance with section 68 of the Act.
- 12.3 Throughout this submission, the Applicant has addressed each of the matters prescribed under section 38(4) of the Act with specificity, candour, and direct reference to the particular circumstances of the Eaton locality and the proposed Last Slice Eaton premises. It is submitted that this assessment demonstrates, on cogent evidence, that the conditional grant of the licence is uncontroversially in the public interest.
- 12.4 The Directors of Last Slice Eaton Pty Ltd, Mr Jeremy Doble and Mr Casey Teede, are experienced, award-recognised hospitality operators whose track record across the Last Slice network in Bunbury, Dalyellup, Midland and soon to open at Kelmscott provides the licensing authority with a reliable and evidence-based foundation for confidence in

their capacity to manage the proposed Eaton venue responsibly and in the public interest. Both Directors hold Approved Manager qualifications under the Act and have engaged fully with this assessment process in good faith.

- 12.5 In preparing this submission, the Applicant has carefully and specifically addressed section 38(4)(a), (b), (c) and (ca) of the Act in relation to harm or ill-health, impact on amenity, offence, annoyance, disturbance or inconvenience, and the tourism, cultural and consumer benefits of the proposed grant. Each of those matters has been assessed against the particular demographic, planning, and social profile of the Eaton locality; not as a generic exercise drawn from prior submissions, but as an honest and locality-specific evaluation of the public interest.
- 12.6 The Applicant has given considered attention to the Director's Policy on the *Responsible promotion and advertising of alcohol* and commits, unreservedly, to upholding that policy throughout the life of the licence as an integral part of its broader commitment to harm minimisation, consumer wellbeing, and responsible trade.
- 12.7 The Applicant also notes that the Act relevantly provides that the licensing authority:
- (a) *is to provide a flexible system, with as little formality or technicality as may be practicable, for the administration of this Act: s.5(2)(e),*
 - (b) *shall act without undue formality in any proceedings under this Act: s.16 (1),*
 - (c) *is to act according to equity, good conscience and the substantial merits of the case without regard to technicalities and legal forms: s.16(7)(b), and*
 - (d) *is to act with as little formality and technicality as is practicable: s.16(7)(c).*
- 12.8 The Applicant respectfully submits that the totality of the objective evidence assembled in this Public Interest Assessment addressing the venue concept, the Directors' credentials, the locality's planning context and demographic character, the harm minimisation framework, the amenity and noise management commitments, the tourism and consumer benefits, and the consumer demand for the proposed premises, establishes a compelling and well-founded case for the conditional grant of a Tavern Restricted Licence for Last Slice Eaton.
- 12.9 The proposed Last Slice Eaton will bring an award-winning, independently operated, hospitality and entertainment destination to the Shire of Dardanup's principal District Centre, a venue that will employ local people, support South West producers, serve the diverse requirements of consumers of 31,465 residents, enhance the Eaton Town Centre's function as the commercial and cultural heart of the Shire, and contribute to the visitor economy of a region whose tourism profile is growing and whose requirement for quality urban hospitality infrastructure is clear. This is precisely the kind of application that the public interest framework of the Liquor Control Act 1988 is designed to support.

13 Advertising

- 13.1 Advertising of the application will be completed in accordance with the requirements of the Act once the Department of Local Government, Industry Regulation and Safety (DLGIRS) has determined the specified advertising period.
- 13.2 A Notice of Application will be distributed to residents and businesses within a 200-metre radius of the proposed premises at Shop T105, Eaton Fair Shopping Centre, 2 Recreation Drive, Eaton 6232.
- 13.3 A Notice of Application will be mailed to any local Aboriginal community and to the relevant regional office of the Department of Aboriginal Affairs.
- 13.4 This Public Interest Assessment will be made available for public inspection during the statutory advertising period in accordance with the Act.
- 13.5 A Notice of Application will be mailed to the following categories of organisations that may be situated within the specified locality of the proposed premises:
- Schools
 - Hospitals and hospices
 - Aged care facilities
 - Drug and alcohol treatment centres
 - Short-term accommodation and refuges for young people
 - Childcare centres
 - Churches and places of worship
 - The Shire of Dardanup
 - The local WA Police station

14 Attachments

- 1 Plans
- 2 Consumer Surveys
- 3 Harm Minimisation Plan
- 4 Approved Managers
- 5 Sample Menus
- 6 Precedent Cases