

Hotel SA

THE OFFICIAL PUBLICATION OF THE AUSTRALIAN HOTELS ASSOCIATION (SA BRANCH) OCT/NOV 2019

**SA'S BEST RECOGNISED AT
NATIONAL AWARDS**

**EAST END CELLARS AND THE
PICKLED DUCK LEAD THE WAY**

**2019 WOMEN IN HOTELS
CONFERENCE A SUCCESS**

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From the President

DAVID BASHEER – AHA|SA PRESIDENT

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Australian Hotels Association (SA)

Beware Opinion Masqueraded as Fact

There has been considerable public debate - some would call it hysteria - since the State Government announced its gaming reforms late last month.

The reforms into all aspects of gambling come as a response to the Government's review into gambling earlier this year. The AHA|SA, along with a wide range of other stakeholders, participated in the public consultation component of that review.

Since the Government tabled its legislation, the AHA|SA has ensured the key decision makers understand the reality of the state of play, rather than much of the public debate which has seen assumptions and opinions masqueraded as facts. In no way do we see these gaming reforms as an industry 'free kick'. Far from it!

Firstly, the reforms come with significant harm minimisation measures, making SA a true leader in this regard.

Secondly, however, we lag well behind in the evolution of this legitimate form of entertainment. The proposed changes would afford SA hotels, clubs and the Casino a degree of the same opportunities that have been commonplace in the Eastern States - and indeed most of the Western World for over 30 years.

With \$1 billion dollars in hotel sales across NSW and QLD in the past year alone,



AHA National Awards for Excellence Gala 2019

legislative inertia can not constrain South Australia to be the nation's hospitality back water. Ian Horne talks more about this issue in the following pages.

WEST END

This month sees the 160th anniversary of the West End brewery in South Australia.

All our brewers play a key role in supporting the SA community and a central part of not just the pub economy but the wider SA economy.

West End in the past generation has seen changes to their corporate structure. The memories of the SA Brewing company are becoming distant.

But what has not changed is their commitment to all things local. This includes sport on a large scale, including the SANFL and SACA, through to many smaller clubs both in the metro and country regions.

We applaud the key role they continue to play in the community and their iconic HQ in Thebarton has been a source of employment for many SA families over several generations.

There remains a legacy today for many of our family hotels through the SA Manco deal.

The SA Brewing Company in 1996 decided to sell their freehold portfolio of

120 of our State's best pubs. For many families, these hotels were their home and business all rolled into one. Similar clearance sales by Interstate brewers had not gone well leading to family businesses being ravaged, sent broke and subsequent sad cases of suicides.

Not for us here in SA. Peter Hurley, Greg Fahey, Peter O'Shaunessy and Martin Baily (whose son Jason today is West End's regional director) led a tenant buy back of the 'family farm'. They structured a deal that allowed large and small tenants to buy their business, and no longer be beholden to the whims of a boardroom or an over enthusiast property department. Hopefully as generations pass, that critical initiative is never forgotten.

One of the great annual traditions is the unveiling of the colours of the winning and losing teams of each SANFL Grand Final. The brainchild of legendary Port Adelaide coach Fos Williams (ironically a non-drinker) this tradition, established in 1954, is considered the highlight of the winning team's celebrations.

They have been brewing beer at 107 Port Road Thebarton since 1986. They have been a key partner of the AHA|SA for many years and of course formed key business and personal relationships with many of our members. To Jason Bailey and his local team, long may that continue! Cheers

NATIONAL AWARDS

Congratulations to the six South Australian hotels that were recognised as being the best in Australia in their individual categories at the 2019 Australian Hotels Association National Awards for Excellence.

These champion hotels are:

- Vine Inn Barossa
- The Stirling
- The Ramsgate Hotel
- Hardy's Verandah Restaurant, Mount Lofty House
- Mawson Lakes Hotel
- The Barker Hotel.

As you will read on page 10, these awards are evidence that South Australian hotels are among the best in the country and continue to lead the Australian hotel Industry in a range of areas. The venues and their hardworking staff showcased the best of Australian tourism and hospitality. They should be very proud of their achievements. It is our intention in 2020 to even closer align our State awards to the National categories to further maximise the award winning opportunities for our fantastic venues.

David Basheer, AHA|SA President



From the General Manager

IAN HORNE – AHA|SA GENERAL MANAGER

aha|sa
Australian Hotels Association (SA)

Gaming Machines and Reform

The Gaming Bill before Parliament aims to allow the Industry to grow, while ensuring harm is minimised through a range of strategies. These include mandatory barrings, using Gamblers Rehabilitation Funds for expanded public education, treatment and counselling programs including research.

Also included in the Bill is future red-tape reduction that is aimed at maintaining a vibrant hospitality sector.

However, as expected, those opposed to gaming and gambling have chosen to distort the discussion over the Bill with exaggerated claims and hysterical rhetoric.

The list below will help put in perspective what the reality of gaming is in SA.

- Gaming machines were introduced into SA in July 1994.
- At that time the machines were played by the insertion of a \$1 coin. The maximum bet that could be placed on any 'spin' was \$10.
- The other Australian jurisdictions that allow gaming machines in hotels and clubs are:
 - NSW, Victoria, ACT, Queensland and Northern Territory (Tasmanian hotels and clubs 'host' machines that are owned by the Federal Casino Group).
 - Gaming machines are also available in hotel and clubs in New Zealand.



- In all the above jurisdictions, gaming machines are now activated by the insertion of a note or bill. This has been the case for many years, with Northern Territory being the last to convert to notes from coins in 2014. NSW installed note acceptors in 1996.
- Casinos in all Australian States and New Zealand have note acceptors in gaming machines – except South Australia. The Adelaide Casino still requires only coins to be used.

WHAT CHANGES WITH NOTE ACCEPTORS?

In SA - nothing.

- The maximum bet in 1994 was \$10 and is now \$5 (reduced from January 2017).
- A gaming machine has a capacity to hold up to 1,000 \$1 coins (\$1,000). We anticipate this figure may need to reduce with note acceptors.
- The maximum prize/win of a machine will remain at \$10,000, as it was in 1994.
- The Return to Player – regulated as a minimum of 87.5% - remains unchanged.

INTERESTING FACTS

- In 1994 machines were activated by a \$1 coin and the maximum bet was \$10.
- In 2018 that \$1 coin value in 1994 terms is 54 cents – there has been no increase.

- The maximum bet of \$10 was reduced to \$5 in 2017 is now worth \$2.73 in 1994 terms – there has been no increase but a significant decrease in value.
- The maximum prize of \$10,000 in 1994 remains \$10,000 25 years later. Its 1994 value is \$5,476.32.
- In other words the same coin, bets and prizes remain in 2018 as applied in 1994.

GAMING REVENUE (KNOWN AS NGR)

- Gaming NGR (i.e. expenditure on gaming) in 2018/19 is at the same level as in 2002/03 – that is 16 years ago.
- Gaming expenditure reached its peak in 2007. It is now 33% down in real terms.
- The explosion in gambling is online via tablets, smart phones and the internet. It is unregulated and generates little or no benefit for SA.
- Gaming in South Australia is highly regulated, with best practice strategies in harm minimisation that include the intervention agencies, Gaming Care and Club Safe, Automatic Risk Monitoring (ARMS) – an Australian first, pre-commitment on all loyalty cards, a \$2.4 million contribution to the Gamblers Rehabilitation Fund, strict codes of conduct and comprehensive training obligations... none of this

applies to online gambling.

- Gaming in SA sustains jobs, ensures business viability and investment and pays the highest gaming tax of any Australian jurisdiction. In 2018/19 that was \$268.93m. Taxation peaked in 2007 at \$313.85.
- Those with a problem with gambling (all forms) continues to be around .7% of the adult population. No movement in that rate over the last decade and below the national average.

We can expect more emotional claims. We simply ask that SA hotels, clubs and the casino be afforded the same technology that has existed in every other Australian jurisdiction and New Zealand for years.

We also re-affirm our support for a continued regime that balances that opportunity with a strong focus on harm minimisation.

South Australia leads the way in implementing a wide range of harm minimisation strategies that simply do not exist in other codes or other states!

Ian Horne
AHA|SA General Manager

SATC Chair Andrew Bullock on Digital, ADR Growth and “Old Mate”

In June this year, the State Government announced the appointment of respected national hotel and tourism industry leader, Andrew Bullock, as the new Chair of the South Australian Tourism Commission (SATC) Board.

Andrew Bullock is Chief Executive of 1834 Hotels Group (formerly Country Club Hotels and Resorts) – a network of individually-owned hotels, motels, apartments and resorts across Australia – and has more than 17 years’ business experience in the sector.

Minister for Trade, Tourism and Investment David Ridgway said his wealth of industry experience, knowledge and insights would be invaluable as South Australia continues to drive its \$7.2 billion visitor economy.

“Mr Bullock also has a strong understanding of the unique opportunities and challenges facing our tourism operators in regional SA, a traditional backbone of our destination marketing initiatives.”



South Australian Tourism
Commission Chair, Andrew Bullock

Andrew Bullock brings a blend of traditional business acumen and a disruptive digital aptitude to his new role as Chair of SATC.

To have Andrew, who is the AHA/SA Deputy Vice President, and Ian Horne, the AHA/SA CEO, on the SATC Board speaks volumes for the calibre of leadership within the local hotel industry.

As Hotel SA sat down for a broad ranging conversation with Andrew, the Old Mate advertising campaign was garnering headlines - both positive and negative - both in Australia and overseas.

HOW DO WE ACHIEVE CUT THROUGH?

“We are not a huge state, we don’t have the resources that the larger states have access to. So we have to be nimble, we have to be action oriented and disruptive to get cut through.

“For example, the Old Mate campaign had incredible cut through. It achieved the two highest days for domestic traffic to www.southaustralia.com on record.”

GROWTH IN FLAT MARKETS

“There is still good growth in hotels, but not all hotels.

“Those that are proactive, that are engaged with their customers, renovating, refurbishing and improving their product and actively marketing, they are not falling backwards.

“You can be successful in a flat or deteriorating market. The squeaky wheel is what is important and that applies for SA as much as for a pub or hotel.

“I’ve always been of the opinion that government’s role is to facilitate growth, but not ‘be’ the growth itself.

“That growth will come from the private sector if you remove

barriers, if you reduce red tape for good projects. I am confident that the current government is focused on reducing red tape.

“In terms of the SATC, it’s about marketing the state. We don’t create product, we tell the story.”

NEW HOTELS WILL LIFT ROOM RATE YIELD

“Without the current development pipeline of hotels, we will have aging infrastructure that cannot achieve the standard required for growth.

“Another key metric we are focused on is achieving a high yield - and that requires new product. The new hotels are going to be very high quality, many of them five star. This has two benefits.

“Firstly as a facilitator in attracting the right consumer who will then spend in the state.

“Secondly, it will drive up rates in the hotel industry broadly.

“In South Australia, we have high occupancy but low ADR (average daily rate). As demand grows and better quality rooms come on stream, there is the opportunity to reposition that ADR, so that we aren’t talking about \$125 rooms, we are talking \$200 to \$300. It drags the entire market up; it will chase it up, not down. This in turn helps our growth target. We have more people and a higher spend.”

REGIONAL DEVELOPMENT

“We are seeing development in the regions, which is critically important. The d’Arenberg Cube, Rawnsley Park Station in the Flinders Ranges, developments in the Barossa, the proposed development for Wirra Wirra, you can see there is a lot happening in the regions.



Stills from the Tourism SA's 'Old Mate' campaign.

"It is true that Adelaide is often the gateway. This is because we have to get people into the state, and once we have them in Adelaide, they can be dispersed to the regions. If Adelaide is not attractive, we can't disperse to the regions. Over forty percent of tourism spending is in the regions, and we have some great regional hooks.

"Sometimes there is criticism that we should market new areas, but the reality is that for interstate and overseas visitors the likes of Kangaroo Island and Barossa are familiar and iconic, and will attract people to SA. Then we need to disperse them to other parts of the state."

TOURISM SUSTAINS REGIONS

"The tourism dollars that go into the regions is income that the regions wouldn't otherwise attract. People often don't see the jobs that are created, especially among younger people who would otherwise have to leave town. In that sense, it is keeping communities together, and they can stay together and grow together.

"Tourism is an economic driver for so many parts of those towns and regions, from the sandwich to a few beers at the pub, to petrol and even to health.

"I was told recently that 40% of admissions to a regional hospital on the Eyre Peninsula were tourists. That demand from tourists is helping to keep the hospital in that community.

"The same is true of supermarkets. Local communities would not have the quality of supermarkets they currently have if it wasn't being supplemented by tourists."

EVENTS AND INTERNATIONAL STUDENTS

"As far as events go, they are fantastic, the more the better. I'm talking artists and sport, and of course conferences.

"There is also a great opportunity with overseas students coming to South Australia to study. We need to activate those students. There are clear statistics that show that they attract friends and relatives to the state, and they also attract investment."

CHINA

"China is our largest market for international. At this point in time in relation to trade and our political relationships, it is critical what happens next. If we can continue to develop that market, it's a game changer.

"To achieve high yield, you have to create an iconic experience. Affluent travellers are not concerned about the dollars, but they do want a unique experience."

"In South Australia, we are one of two places in the world where you can hold a koala, and the only place in the world where you can swim with sea lions.

"When you combine our nature-based attractions with our produce and our wine regions, it is a huge magnet for Asian tourists, and China in particular.

"For example, the ability to go to a single source vineyard at Henschke, take a tour and then meet the family is an unforgettable experience that we sometimes take for granted."

DIGITAL A KEY DRIVER

"One key for the tourism market is that we must focus on digital. The evolution of digital under Brent Hill has been very focused and our focus is on increasing conversions.

"It's all very well to get people to your website, but we need conversions, and that's when dollars come out the other end."

ATTRACTION OF THE ROLE?

"I have been in the industry for many years and since 2002 in South Australia. I saw it as a great opportunity to assist tourism to evolve in SA.

"The growth has been quite exceptional, so when I was approached I was extremely enthusiastic. I was on the Board four to five years ago so I understand how the Commission works.

"I have a strong belief that the management team is as good as I have ever seen. Rodney Harrex as CE has driven the Commission for the last six years.

"When you look at the \$8 billion target, when it was first set it was not just ambitious, many people thought there was zero chance of getting it. We are now above the bell curve of where we need to be to hit that."

THE NEXT TARGET

"The 2030 target is \$12.8 billion. I am attracted by the fresh target, with something to strive for. It is very ambitious, but when you see how successful the 2020 plan has been, you can see that it is achievable. I'm very excited to be part of the strategy and growth."

SA's Best Recognised at National Awards for Excellence

Six South Australian hotels were recognised as being among the best in the nation at a gala ceremony on Queensland's Gold Coast in September. Nearly 500 VIP and industry guests from across Australia were at The Star on the Gold Coast for the 2019 Australian Hotels Association National Awards for Excellence. The SA hotels which took home the top national honours in their categories were:

Hardy's Verandah Restaurant, Mount Lofty House
Vine Inn Barossa
The Stirling Hotel
The Ramsgate Hotel
Mawson Lakes Hotel and Function Centre
The Barker Hotel

"These awards show that South Australian hotels are among the best in the country and continue to lead the Australian hotel industry in a range of areas. These venues continue to invest greatly in South Australia and should be very proud of their achievements," said AHA/SA President David Basheer.

AHA NSW and National President Scott Leach said the venues and their hardworking staff showcased the best of Australian tourism and hospitality to the world.

"Our national awards annually draw together the best venues of the year from right across Australia," he said.

"Hotels which lead the way in innovation, in inspiration and in design. Together, our finalists show that when you're at your pub - when you're at your local - there's no better place to be in Australia.

"We celebrate the outstanding individuals who drive our hotel businesses and make them the engine room of the Australian hospitality and tourism industries. I want to congratulate all finalists and winners on a job well done."

NATIONAL WINNERS LIST

Successful hotel operators are always learning – and who better to learn from than your peers. It's worth having a look at the following hotels that have reached the pinnacle of success in all regions of Australia.

AUSTRALIAN CAPITAL TERRITORY

Hotel Industry Rising Star - Joint Nick Warner, Holiday Inn Express Brisbane Central, QLD AND James Lightbody, Hotel Realm
Best Suite/Apartment Hotel East Hotel

NEW SOUTH WALES

Front of House Employee of the Year - General Division Pauric Kennedy, Barangaroo House
Best Hotel Bar - Accommodation Division Alibi, Ovolo Woolloomooloo
Best Meeting and Events Venue Fairmont Resort & Spa Blue Mountains, MGallery by Sofitel
Best Sporting Entertainment Venue Hunters Hill Hotel
Best Environmental & Energy Efficiency Practice Crowne Plaza Hunter Valley
Best Bistro - Metropolitan The Oaks
Overall Hotel of the Year - Metropolitan Barangaroo House
Best Hotel Group Operator Feros Group

NORTHERN TERRITORY

Best Tourism Initiative Voyages Ayers Rock Resort

QUEENSLAND

Best Bar Presentation & Service - Regional Beach House Hotel
Best Retail Liquor Outlet Beach House Hotel
Best Gaming Venue - Regional Jubilee Tavern
Best Marketed Hotel - Accommodation Division The Island, Gold Coast
Best Outdoor/Non Enclosed Facility Sandstone Point Hotel
Best Redeveloped Hotel - Accommodation Division The Darling, The Star Gold Coast
Best Deluxe Accommodation The Darling, The Star Gold Coast

SOUTH AUSTRALIA

Draught Beer Quality Award The Barker Hotel
Best Gaming Venue - Metropolitan Mawson Lakes Hotel & Function Centre

Best Restaurant - Accommodation Division Hardy's Verandah Restaurant, Mount Lofty House

Best Marketed Hotel - General Division The Ramsgate Hotel
Best Hotel Accommodation - General Division Stirling Hotel, SA
Outstanding Community Service & Achievement Vine Inn Barossa

TASMANIA

Best Restaurant - Regional Furneaux Restaurant
Best Bistro - Regional Shoreline Hotel
Best Superior Accommodation Maylands Lodge
Overall Hotel of the Year - Regional Shoreline Hotel
Johnnie Walker Hall of Fame Award Paul Jubb

VICTORIA

Chef of the Year Chris Bonello, MPD Steak Kitchen, Zagame's Berwick Hotel
Employee Excellence in Service - Accommodation Division Yvonne Qian, Sheraton Melbourne Hotel
Front of House Employee of the Year - Accommodation Division Laurent Johnson, Melbourne Marriott Hotel
Best TAB Licensed Venue Zagame's Golden Point Club Hotel
Best Keno Venue Welcome Stranger Hotel
Best Family Dining Zagame's Boronia Club Hotel
Best Mid-Range Accommodation Holiday Inn Melbourne on Flinders
Best Entertainment Venue Corner Hotel
Outstanding Achievement in Training Grand Hyatt Melbourne

WESTERN AUSTRALIA

Employee Excellence in Service - General Division Daren Holscher, Odyssey City Beach
Best Bar Presentation & Service - Metropolitan Long Chim Perth
Best Restaurant - Metropolitan Wildflower at COMO The Treasury
Best Redeveloped Hotel - General Division The Court
Overall Hotel of the Year - Accommodation Division Crown Towers Perth



Hardy's Verandah Restaurant, Mount Lofty House - Best Restaurant - Accommodation Division.



Vine Inn Barossa - Outstanding Community Service and Achievement.



Mawson Lakes Hotel and Function Centre - Best Gaming Venue - Metropolitan.



The Barker Hotel - Draught Beer Quality.



The Stirling Hotel - Best Hotel Accommodation - General Division.

An Insight into SA's Best Hotel Accommodation

South Australia has some of the finest hotel accommodation in Australia.

This has been recognised across a range of national awards, including the AHA's National Awards For Excellence and Gourmet Traveller's prestigious Australian Hotel Awards.

So many elements go into making a hotel the best in class, including luxury, location and service, as well as furnishings, beds and a sense of style.

From the brand new Atura Adelaide Airport to the boutique Stirling Hotel and the deluxe Mount Lofty House, Hotel SA tapped into the views of the judging panels to gain a sense of what sets these hospitality venues apart.

It's interesting to note just how sophisticated the Adelaide Hills hotel scene has become, with both The Stirling and Mount Lofty House winning awards, while The Crafers Hotel has been recognised as the Best Overall Hotel in South Australia for a second year in a row.

Other winning Adelaide Hills venues were The Barker Hotel, winning the category for Best Draught Beer Quality – Metropolitan, and the Uraidla Hotel taking out the award for Environmental and Energy Efficiency Practice.

THE STIRLING HOTEL

Best Hotel Accommodation - General Division (National)

Best Boutique/Superior Hotel Accommodation (SA)

In triumphing at both the State and National awards, The Stirling stamped itself as a gem in the heart of the Adelaide Hills. The latest wins add to last year's Recognition of Excellence Award from Hotels Combined.

"5 Rooms at the Stirling Hotel is designed to offer guests a relaxing and comfortable experience," the SA judges commented.

"The opulence is obvious as you enter the first floor; thick carpet, lofty ceilings, quality light fittings and 'quietness' that is calming.

"The rooms are spacious, uncluttered and unique with luxurious bathrooms and quality automated fittings.

"The balcony rooms feature private outdoor settings overlooking the leafy main street of Stirling in the warmer months or open gas fireplaces for a cosy, warm and relaxing night in those cooler months.

"Finished with bespoke art and furnishings and complemented with the outstanding dining and bar facilities of the hotel, the Stirling Hotel is a complete package."

Congratulations to The Stirling Hotel

Congratulations to Brett and Sarah Matthews and all of the team at the Stirling Hotel on the outstanding achievement of being awarded the AHA (SA) best boutique supreme hotel accommodation and the National AHA for best general hotel accommodation

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The Stirling Hotel wins the Best Hotel Accommodation - General Division award at the National Awards.



The Stirling Hotel wins the Best Boutique/Superior Hotel Accommodation award at the SA Awards.

MOUNT LOFTY HOUSE

Best Restaurant - Accommodation Division (National) Best Deluxe Hotel Accommodation (SA)

Mount Lofty House in Crafrers was not only judged to be the pinnacle of achievement in the Best Deluxe Accommodation division, it also took honours for Best Restaurant – Accommodation Division for its popular Hardy's Verandah Restaurant.

"Overlooking the picturesque Piccadilly Valley, Mount Lofty House stands in elegance and grandeur," the State awards judges commented.

"After almost 170 years, a recently completed six-million-dollar refurbishment of the original manor and its 1988 added guest wing, has breathed new life into the stately hotel.

"The hotel has 32 rooms and two suites in the main house and boasts four self-contained cottages located within the estate.

"Guests are treated to luxury throughout with care given to customer service, décor and comfort."

"After almost 170 years,
a recently completed...
refurbishment... has **breathed
new life into the stately hotel.**"



Hardy's Verandah Restaurant wins the Best Restaurant - Accommodation Division award at the National Awards.



Mount Lofty House wins the Best Deluxe Hotel Accommodation award at the SA Awards.

Award winning? Sorted.

Congratulations to all of the winners in the 2019 AHAIISA Accommodation Awards.

We're proud to support amazing venues across SA with services that help rooms, grounds and common areas look their best.

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Atura Adelaide Airport wins the Best Mid-Range Hotel Accommodation award at the SA Awards.



Atura Adelaide Airport.

ATURA ADELAIDE AIRPORT

Best Mid-Range Hotel Accommodation (SA)

At the other end of the 'age' spectrum, Atura Adelaide Airport, Adelaide's newest accommodation hotel, won Best Mid-Range Hotel Accommodation.

"Opening its doors less than a year ago, the Atura Hotel offers business and leisure travellers the ultimate in comfort and convenience, with stylish design," the judges noted.

"Characterised by its modern atmosphere and free-flowing communal spaces, the highly anticipated seven-storey hotel has undoubtedly become a destination for corporate and leisure travelers alike.

"The hotel features a range of spacious and contemporary guest rooms, some with city views and for those who appreciate



Atura Adelaide Airport hotel room.

aviation, the Runway Rooms give unparalleled views of the airport runway. Guest rooms have been designed around the comfortable EVENT dream beds and a multipurpose work zone."

In this category, the Ibis Adelaide received a Judges Commendation.

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Congratulations to Brett and Sarah Matthews, management and staff of The Stirling Hotel on your well-deserved win as Boutique/Superior Hotel Accommodation of the Year.

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Bikes Grow Business

Bike-share systems are a great way for tourists to see your town or city.

Cornell research says it is “becoming a big part of a tourist’s experience of a city and an essential hotel amenity” – but people won’t walk more than 200 metres to access a bike.

Having in-house bikes for hire (or free use) can become part of your marketing strategy. Advertise them as yet another reason to book with you.





EEC and The Duck Lead the Way

At a time when the supermarket chains have come to dominate the retail liquor market, it is inspiring to witness the success of boutique independent operators.

From a consumer perspective, as the market continues its gradual shift to premium offerings, small retail outlets and drive-through bottle shops have attributes that the 'big end of town' finds hard to match.

In particular, the ability to stock product from small producers – whether they are wineries, distilleries or brewers - is a winner. Not surprisingly, this year's 'Roy Morgan Alcohol Retail Currency Report', showed a modest shift away from the supermarkets to the independents.

Joint winners of the Best Retail Outlet Award at this year's AHA|SA Awards For Excellence were the East End Cellars and The Pickled Duck.



EAST END CELLARS

East End Cellars describes itself as a “fine wine merchant” and a casual wander past the wine racks shows how true this is.

From a Jeroboam of Pol Roger Brut Champagne NV or a bottle of 30-year-old Laphroaig whisky, to a tasting flight of three wines from a carefully selected “Featured Winery of the Week”, it’s no wonder the Cellars is always busy.

“EEC has established itself as the preeminent wine cellar in the CBD with one of the largest ranges of local, national and international selections of wine, beer and spirits,” judges said.

“It has redefined the retail experience.

“Its commitment to quality and customer service is paramount - for both on and off-premise trade.

“Customers are looking for an interactive experience and East End Cellars delivers.”



THE PICKLED DUCK

Twenty-five minutes away in the suburbs, The Pickled Duck at the Modbury Plaza Hotel describes itself as a “neighbourhood pub, proudly SA owned since 1915, located in the heart of Modbury Regional Centre, close to Tea Tree Plaza”.

Judges described it as “a well-presented outlet we would all like to be our local”.

The Pickled Duck prides itself on showcasing a fine collection of Australian and world renowned wines, as well as “a unique selection of craft beers from some of the finest South Australian microbreweries, and premium spirits”.



The judging panel commented that: "It offers a great range of products and purpose built tasting and display areas, which is an interesting variation to the standard Thirsty Camel bottle shop.

"Being adjacent to the bistro, patrons can carry on their favourite wine selection.

"It has terrific customer service and overall it provides an excellent shopping experience."

Also mentioned for its redeveloped retail outlet at the AHA|SA Awards night was the V Hotel at Virginia, which was joint winner of the Best Redeveloped Hotel in the Adelaide metropolitan area. Previously the old Wheatsheaf Hotel, judges noted that all areas of the hotel have benefitted from the redevelopment, "with growth in all drivers, especially in food and retail".

The AHA|SA held member meetings in the following regions through August and September:

- Lower/Mid/Upper North East – Clare Hotel
- South Coast Hills – Hotel Victor
- Gawler Barossa – Angaston Hotel
- South East – Bushman’s Arms Hotel.

A big thank you to all these hotels for hosting the meetings. AHA|SA members and corporate sponsors enjoyed wonderful hospitality from all of them.

AHA|SA Regional meetings provide an excellent opportunity for members to hear all the latest information for their businesses from the AHA|SA. They also provide a fantastic networking opportunity with other hotels and industry partners. Make sure you attend the next AHA|SA meeting in your region.





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Scott's Spot

Firstly I would like to say thanks to you members for how welcoming you have been in my travels since May. There are still many of you to meet, and I'm looking forward to doing that soon.

I'd like to acknowledge what an amazing event the awards night was! Congratulations to both the winners and nominees at both state and national levels.

A highlight of the evening was Hans' performance. Quite the entertainer, no-one was spared from his sharp wit as I'm sure Peter Hurley could attest to.

The Honourable Vickie Chapman MP entertained us with some comical rhetoric. We are looking forward to David Basheer's attire reveal at next year's awards night after Vickie's suggestion that he adopts a Hans style leotard look for the night. David, I have complete faith that you will pull that off beautifully.

On a roll, Vickie's compliments extended to referring to Ian Horne being 'a bit like a Rottweiler'. Key characteristics of Rotties are: they are strong, powerful, intelligent dogs who are known for their high endurance and guarding instincts. Definitely hitting the mark through comedy.

On a serious note, her statement to the assembled publicans - "thank you for keeping our children safe" is a sentiment echoed by all of us.

Creating awards within the awards, the Basheer group in the theme of 'Creating your own success' celebrated their own award ceremony on the night. Amongst multiple award winners, examples of winners and their awards include:

- Michael (the purchasing manager) – took out **The Golden Liver Award** - In recognition of the most wines 'tasted'.
- Shaun (Woodville Hotel Manager) – received **The Neon Flamingo Award** - in recognition of the best everyday outfits.

Congratulations to the group for their creativity and team involvement, adding an extra layer of enjoyment to the night.

Last one on the awards night – a call out to the individual who thought MC, **Mark Soderstrom** or 'Soders' was actually called Mark and was from Sodastream – the fizzy drink maker, a corporate partner attending the awards.

Moving away from the awards night, I caught up with **Jonesy, the Publican from the Coonalpyn Hotel** over lunch a few weeks back. In general conversation, he mentioned that he was racing his

lawnmower in the main pavilion on that Friday at the Royal Show. Sensing my complete ignorance in this area, Jonesy showed me a video of actual lawn mowing racing. Fair to say it was a little different to what I envisaged.

As an avid sport fan, I diligently monitored his results in the following week. He placed 1st, 2nd and 4th over three lap races reaching speeds of up to 70kmph. Hats off to Jonesy with the next major meet being Coonalpyn on 19 October. Undoubtedly a crowd favourite on the day, we'll all be in his corner – Go Jonesy!

A quick update from the latest Regionals. I'd like to thank the hosts being **The Clare Hotel, Hotel Victor, Angaston Hotel and Bushman's Arms Hotel**. The hospitality was superb with large numbers turning out. I am looking forward to the final three this season and it would be great to see attendances grow even more moving forward.

I'm keen to grow this article with more short stories in relation to what's happening within venues and communities. I want to hear about other hobbies, humorous stories or interests from members and their staff. **Feel free to call or email me. I'd love to come out and have a chat and hear your stories.**

Until next time, Cheers!

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WOMEN IN HOTELS CONFERENCE

25
YEARS OF AHA|SA WOMEN
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The two-day event was held at the Hilton Adelaide on 24 and 25 September. Women were inspired, educated and motivated by a range of amazing speakers on a diverse range of topics. There were many highlights, including a keynote presentation from Anna Mearns OAM. Anna's story of courage and determination to become the very best in her field was truly inspirational. So too was the

presentation from Captain Georgina Sutton, one of the first women to become a commercial airline pilot. Delegates also learned about leadership, creating a positive culture, mentally healthy workplaces, social media, creating inviting spaces within their venues, and much more. Delegates and special guests enjoyed a dinner on the Tuesday night at the Gallery on Waymouth. Two women

were recognised for their contribution to the hospitality industry and were inducted into the Women in Hotels Hall of Fame. Anne Sullivan and Deb Hann both received this honour on the night. The conference also celebrated 25 years of the Women in Hotels network in South Australia, a tremendous achievement for women in the industry.







Getting the Most from a Challenging Market

It's no secret that the past few years have been a rocky period for publicans across South Australia. We've seen the closure of several high-profile hotels in both regional and metropolitan areas, which has left some in the industry worried about what the future holds.

Despite recent changes, gambling revenues are not the "river of gold" they used to represent to hotel operators a decade ago; when combining this with the increased competition in metropolitan Adelaide and declining regional populations, the negative impacts on foot traffic and resulting revenues have been felt by all. Additionally, with the increasing costs of doing business, such as rising energy and compliance costs, the demands on operators and resulting cashflow implications have become more strenuous year upon year.

Despite these economic headwinds, rents continue to remain high across the industry as many landlords, still buoyant from the hospitality boom of the mid-2000s, haven't adjusted their rates to reflect the current (difficult) market environment.

However, it's not all bad news and it's certainly still possible to operate a successful hotel in the current climate provided you are equipped with the right information and advice, and understand your rights and obligations as a tenant.

For our clients in the hotel industry, our first piece of advice is

always to look at engaging with your landlord and to be honest about the circumstances. While some clients will be happy to deal directly with their landlords to negotiate improved rental terms, bringing in external expertise like your accountant/ business adviser/ mediator/ legal adviser to handle these negotiations can alleviate the stress and ensure a better outcome for both parties.

Another key area in which we have been advising our South Australian hospitality clients is around the changes to the Retail and Commercial Leases Act 1995 (SA), which came into effect in 2011 and were further amended in 2018.

These changes require landlords to adjust rent after a market review (regardless of a Ratchet Clause contained in the lease) and prohibit them from charging tenants land tax for any lease where the annual rent is under \$400,000 per annum – keep in mind that a market value is not a static estimate, so a market review now may look different than it did several years ago. It never hurts to get a professional opinion from your accounting/ business advisory partner to sense check your situation. For example, if you are an operator that signed a long-term lease prior to 2011, and your annual rent under \$400,000, there may be an opportunity for significant savings, such as a reduction in your annual rent or even no longer be required to pay land tax!



Pat Hodby

Pat Hodby and Tom Paine are Directors at Perks, South Australia's leading privately-owned accounting and private wealth firm. They are the driving force behind the Perks Hospitality specialisation team and have both provided key advisory and operational support to a number of owner-operators in the sector, ranging from the structuring of their business, to back-of-house bookkeeping, to the streamlining and digitization of their support systems. Pat is also an active industry advocate for publicans and the hospitality industry and owns a successful pub in the Adelaide Hills.



Tom Paine

Not an
AHA|SA
member?

BENEFITS OF MEMBERSHIP

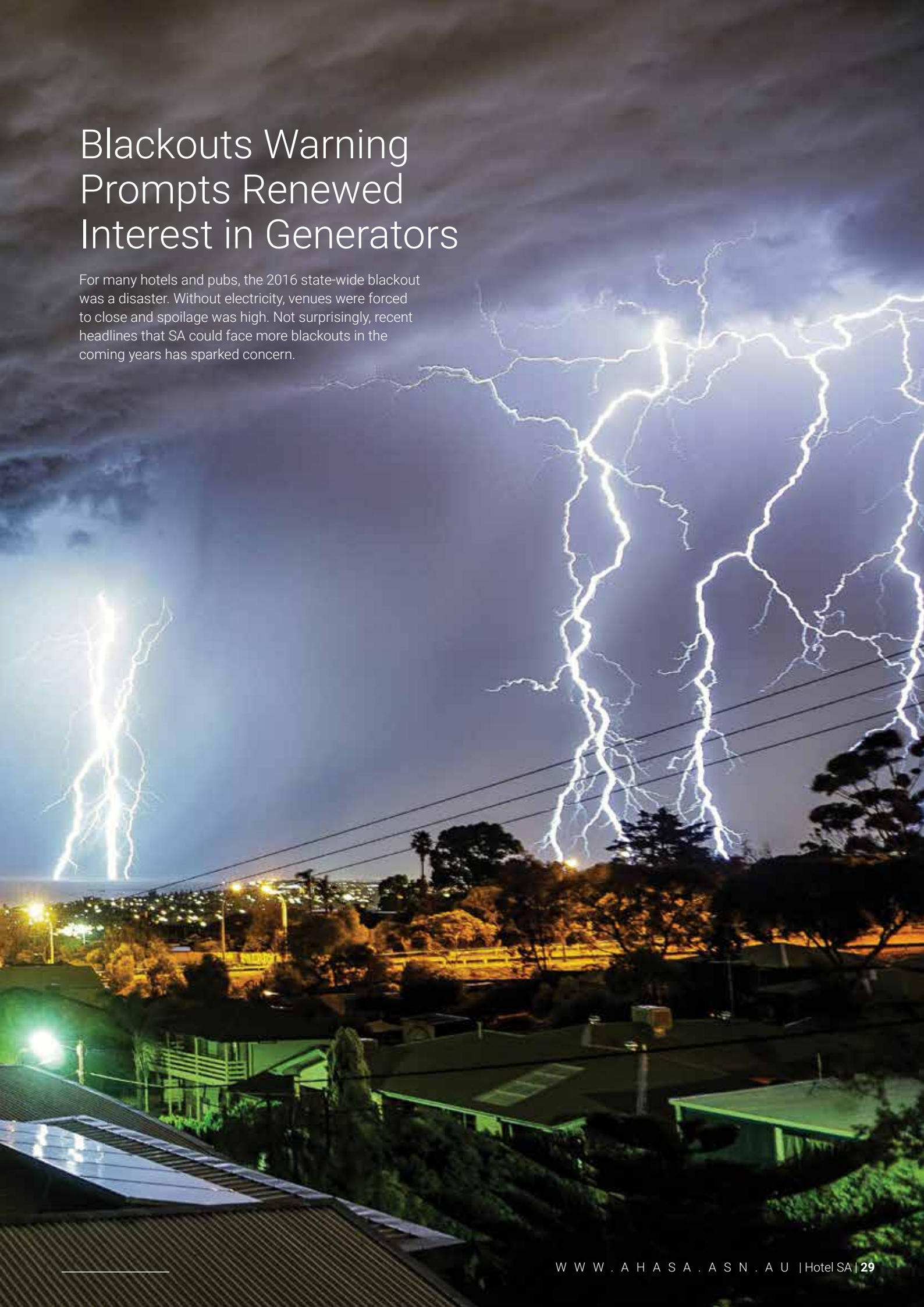
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Blackouts Warning Prompts Renewed Interest in Generators

For many hotels and pubs, the 2016 state-wide blackout was a disaster. Without electricity, venues were forced to close and spoilage was high. Not surprisingly, recent headlines that SA could face more blackouts in the coming years has sparked concern.



The Advertiser reported that “problems in Victoria are emerging as the key risk to electricity supply in South Australia this summer”.

Federal Energy Minister Angus Taylor said, “I do have concerns about Victoria this summer and sadly, the way that our National Electricity Market works is those concerns can be contagious.

“If Victoria has serious problems, that will affect or has the potential to affect other states.”

The warnings have sparked renewed interest in generators to become self sufficient in a crisis.

There is also the understanding that those hotels that did have generators during previous blackouts were the hottest location in town when everyone else was plunged into darkness. Families came in search of food, while younger people flocked through the doors to recharge their phones!

As one publican noted, “we were as busy as Melbourne Cup”.

THE WARNING

Business continuity needs to be planned for, it doesn't just happen. The energy regulator warned recently that SA faces an increased risk of blackouts in the years ahead. This is even with the nine diesel turbines in place in SA to combat load-shedding blackouts, which is balanced against similar blackout warnings for the Eastern States, especially Victoria.

Faced with news of “significant risk” from the Australian Energy Market Operator (AEMO), it is prudent for publicans to look at their options.

“There is also the understanding that **those hotels that did have generators** during previous blackouts **were the hottest location in town...**”

Port Lincoln and other regional areas were isolated during the 2016 blackout. The Port Lincoln Times reported in September this year that “many, many people, both in business and at home, have installed their own generators to allow them to be self sufficient should the same thing happen again.”

It noted that “while these things come at a significant cost so do the losses caused by lengthy blackouts.”

If you are considering a standby generator for commercial use, you need to do the sums carefully. Speak to reliable companies and get recommendations from other hoteliers.

Here are some of the issues you need to consider:

- Size (see further details on next page)
- Permits



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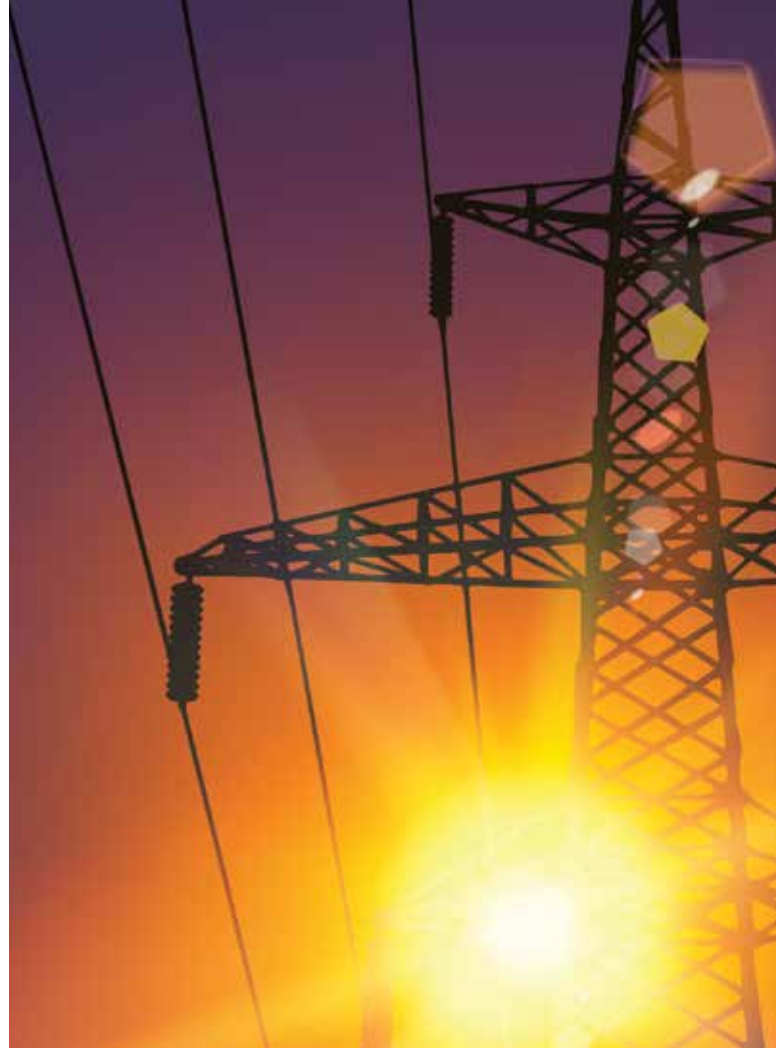
- Installation costs
- Diesel, gas or another alternative
- Auto-start, so it comes on even when you are closed
- Service and maintenance schedule
- Ability to self test the unit.

When it comes to choosing the right unit and size, the State Government advises: "The type and size of generator you need will depend on the number and type of electrical appliances you'll be running at any one time. As well as catering for the running power of the appliances, the generator will also need enough output to cover the initial surge of power appliances draw when they first switch on.

"Some electronic equipment, such as TVs, computers and phones, are very sensitive to fluctuations in power supply. If you are powering these devices with a generator, you may need a special type that provides 'clean' power without power surges, spikes or line noise, to avoid damaging the equipment.

"Speak to a generator specialist or licensed electrician to work out the best generator for your needs. Always purchase from a reputable dealer who will provide you with a warranty and after-sales-service, in case you have any issues with the generator at a later stage.

"Because of the risk of electric shock or electrocution, you must take appropriate safety steps when installing, operating and maintaining your generator."

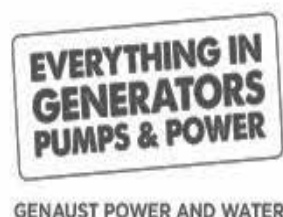


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Michael Schuetze

WILLUNGA HOTEL

WHAT IS THE TITLE OF YOUR POSITION?

I am the Managing Director of the Willunga Hotel, which I own and run with my family.

HOW DID YOU ENTER THE HOTEL INDUSTRY AND WHAT HAS BEEN YOUR CAREER PATH?

I was employed by the King Family as a bottle shop attendant at the Modbury Hotel in 1988 at the age of 18. I spent the first couple of years working part time, moving into the bar and administration areas while attending uni. At 21 I was offered an Assistant Manager role and went to full time. I worked as an Assistant Manager at the Modbury Hotel and the Arkaba Hotel before my first full management role at the Modbury Hotel in 1995. I left the hotel industry to travel in 1996 and then spent a number of years in the IT industry, eventually working in hospitality IT. This also included an element of marketing and administration, mostly with the clubs industry.

In 2005 I was once again employed by Steven King as the Manager of the Highlander Hotel at Gilles Plains. I spent three enjoyable years overseeing a large multifaceted venue with significant nightclub and entertainment.

In 2008, I moved with the family to Renmark to take on the General Manager role of the Renmark Hotel. I spent 10 years in Renmark, not only managing the hotel but getting involved in the tourism industry and numerous sporting clubs committees.

In October last year, my family, wife Romanna and two boys Benny and Lachlan, purchased the Willunga Hotel, affectionately know to locals as "The Middle Pub".

DO YOU HAVE ANY FAMILY CONNECTIONS IN THE HOTEL TRADE?

My great, great, great grandfather Gottlieb Schuetze was a publican. He built and was licensee of the Australian Arms Hotel at Hahndorf and was licensee of the Union Hotel, now the Hahndorf Inn, in the late 1800's. There are no other hotel family connections outside of my generation where, apart from myself, my brother Greg has been a publican and sister Victoria spent over a decade in the industry.

WHAT DOES YOUR POSITION ENTAIL?

Being a small family run country hotel, the position involves every aspect of hospitality. A general week will involve over 40 hours of hands on bar and waiting, two mornings a week of hotel cleaning, general bookwork and administration, marketing and other odd jobs. Would be rare to do less than a 70 hour week.

WHAT ASPECT OF THIS POSITION IS YOUR FAVOURITE?

I have always been a person who gets bored quite easily, so the variety of work is what I enjoy most. I also love being around



people, so after 10 years of primarily office administration, getting back to pouring beers and bantering with locals is very enjoyable.

WHAT IS YOUR LEAST FAVOURITE PART/S OF THIS ROLE?

There are never enough hours in the day to be able to do everything that you want or, sometimes, to do what needs to be done. I also think most publicans would agree we face far too much red tape and administrative duties to maintain compliance across a broad range of areas.

APPROXIMATELY HOW MANY STAFF DO YOU MANAGE?

We have 15 staff on our team, not including the family members.

WHO HAVE YOUR MENTORS BEEN OVER THE YEARS?

I admire the family-run hotels in South Australia, especially those that have survived across generations. I have been fortunate to have been employed by Steven King and his family for well over 10 years of my working life. I also look up to families like the Hurleys, Faheys and Palmers, who not only have been very successful, but put enormous amounts back into the industry.

WHAT ADVICE WOULD YOU GIVE TO THOSE LOOKING TO WORK THEIR WAY UP THE HOTEL BUSINESS LADDER?

Work hard. The hours ARE unsociable and you have to be prepared to give up an element of your social life if you want to get anywhere. Be prepared to be versatile and want to learn everything. The more knowledge you accumulate the more you increase your potential for employment growth. Having said that,

in hospitality your personality will get you a long way and if you are not a people person, then perhaps hospitality is not for you.

WHAT DOES YOUR FUTURE LOOK LIKE? WHERE DO YOU SEE YOURSELF IN FIVE YEARS?

Having just purchased our first hotel, after managing for nearly 20 years, I will probably be working behind the bar and looking after the administration of the Willunga Hotel. We have teenage boys who are involved in the day to day running of the hotel, so it will be more interesting to see where they will be in five years, and this may have an impact on the rest of the family.

WHAT MAKES YOUR HOSPITALITY OFFERING DIFFERENT FROM OTHER VENUES?

The Willunga Hotel is a unique historic building located in a beautiful part of the Fleurieu Peninsula and McLaren Vale wine regions, but it is also only 10 minutes from suburban Adelaide. We draw on these attributes, so have not tried to be majorly different in how we do things, but we make every effort to make sure what we do, we do well, and what we offer is great quality.

We also are endeavouring to draw on regional offerings and strike partnerships with community partners, whether that be

“I admire the family run hotels in South Australia, especially those that have survived across generations.”

local trades people, wine makers and craft brewers or community organisations.

DO YOU HAVE RENOVATION PLANS FOR THE HOTEL?

There probably is not an area of the hotel that will not be touched up over the next 12 months as we look at adding our own personal touch to the property. There are a couple of large-scale projects with an extensive beer garden planned to be completed before the end of the year. We also have a small room at the back of the property that is being restored as a small function space, complete with an attached formal garden.

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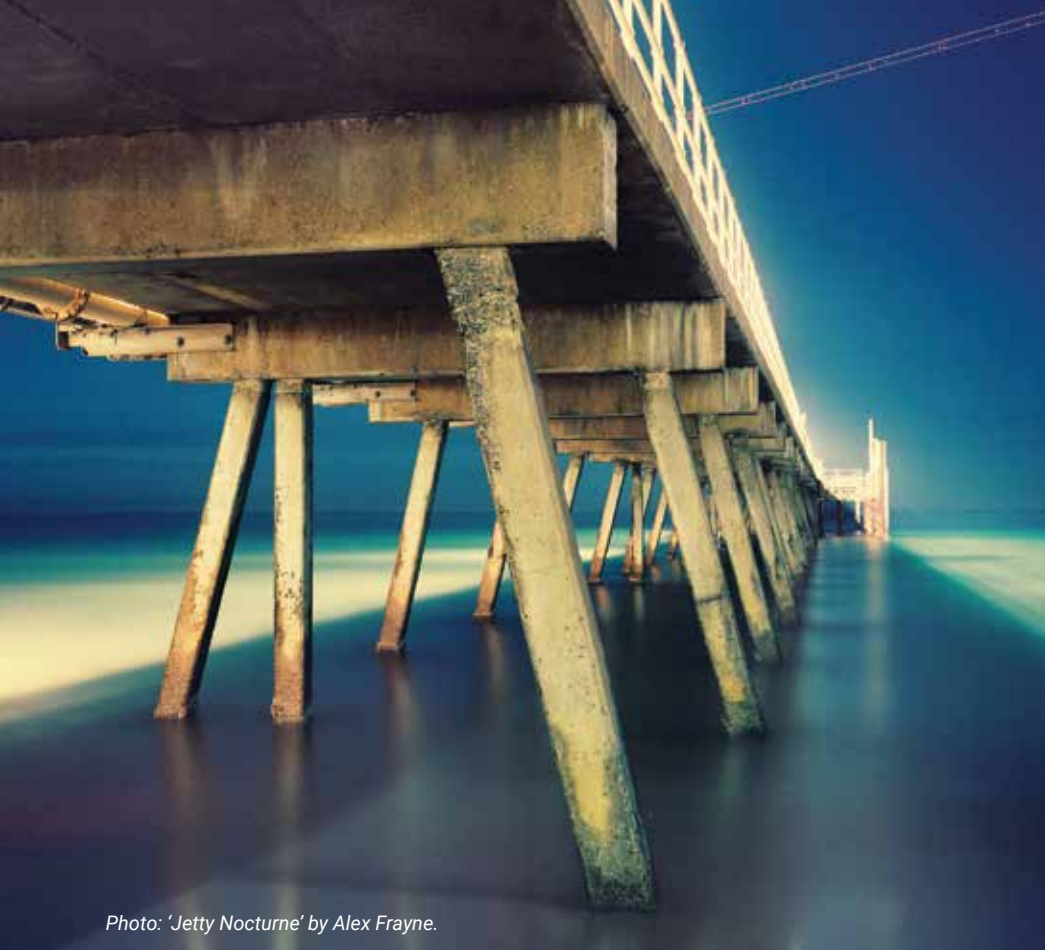


Photo: 'Jetty Nocturne' by Alex Frayne.



Photo: 'Orange In Fog' by Alex Frayne.



Photo: 'Bent Tree' by Alex Frayne.



Photo: 'Oval Bridge' by Alex Frayne.

Playford Hotel's Rooms with a New View

Adelaide's Playford MGallery by Sofitel Hotel is excited to announce a new collection of artworks to be hung in 60 of its rooms will provide guests with a unique view of South Australia as seen through the eyes of renowned photographer Alex Frayne who has been likened to Stanley Kubrick and Jeffrey Smart*.

Featuring 120 magnificent pieces from Frayne's acclaimed Adelaide Noir, The Kokatha Country, and The Winter Monochrome Series the collection was unveiled at cocktail event by the Hon. Steven Marshall MP, Premier of South Australia on Wednesday 25th September. As Australia's most awarded boutique hotel and as part of Sofitel's exclusive MGallery series, Playford Adelaide guests may expect beautiful art to enhance the luxuriously appointed rooms and suites in keeping with the brand's "dedication to lovers of life, literature and culture" and the property's warm Art Nouveau feel perfectly blended with old world charm and modern day creature comforts.

Maurits De Graeff, General Manager Playford Adelaide said, "we are so fortunate to have been able to acquire these pieces and are looking forward to displaying them for our guests. That they feature South Australia through the eyes of one of our most acclaimed artists is wonderful. We are proud to support such an incredible talent of our own and enable others to appreciate his work whilst enjoying their stay with us."

Food for thought - whilst we're all obsessing over which phone has the best camera for our social media posts, perhaps we can learn a thing or two from the past with Frayne's stunning images literally taken on cameras built in the 60's, 70's and 80's. His use of analogue 35mm, 6x6cm and 6x9cm film format cameras produces much higher quality images than digital, making them highly attractive to collectors.

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Federal Court Rules on Personal/Carer's Leave

On 21 August 2019, a Full Court of the Federal Court (‘FCFC’) handed down their decision in the matter of *Mondelez v Automotive, Food, Metals Engineering, Printing and Kindred Industries Union (AMWU)* [2019] FCAFC 138 (‘the decision’). This significant decision has resulted in widespread ramifications for employers with respect to how personal/carers leave should be calculated under the Fair Work Act 2019 (Cth) (‘FW Act’). In this article we delve into this decision and look at its impact for AHAS Members.

BACKGROUND

Mondelez (‘the Employer’) operated a food manufacturing plant in Claremont, Tasmania. The plant operated under the Mondelez Australia Pty Ltd, Claremont Operations (Confectioners and Stores) Enterprise Bargaining Agreement 2017 (‘the Enterprise Agreement’).

The Enterprise Agreement contained provisions which allowed for employees that worked 12 hour shifts to accrue an amount of 96 hours of paid personal leave per annum.

The AMWU (‘the Union’) who are a party to the Enterprise Agreement represented two of its members in this matter who are employees of the Employer. These particular employees worked an average of 36 hours per week, working 3 x 12-hour shifts per week averaged across a 4-week cycle. If one of the employee’s was absent from work on paid personal/carers leave, the Employer would deduct 12 hours from their personal/carers leave accrual.¹

Dispute existed around the interpretation of how the accrual of paid personal/carers leave was calculated under the Enterprise Agreement provisions and whether it was inconsistent with the method used to calculate paid personal/carers leave entitlements under s 96(1) of the FW Act.²

The Employer sought two declarations from the FCFC with respect to the proper construction of the Enterprise Agreement. Firstly, that when an employee was absent from work for a full 12-hour rostered shift on paid personal/carers leave, 12 hours should be deducted from their accrued paid personal/carers leave balance. Secondly, that the entitlement for employees to paid personal/carers leave under the Enterprise Agreement was more beneficial than the entitlement to paid personal/carers leave under the National Employment Standards in the FW Act.³

In deciding whether to grant the declarations sought by the Employer, the FCFC needed to consider the interpretation of s 96 of the FW Act and how that interpretation would apply to the circumstances in this particular matter.

THE SUBMISSIONS

S 96(1) of the FW Act sets out the minimum entitlements for full-time and part-time employees with respect to the amount of paid personal/carers leave to be accrued, it states “For each year of service with his or her employer, an employee is entitled to 10 days of paid personal/carers leave.”⁴

S 96(2) of the FW Act sets out how the leave should be accrued, “An employee’s entitlement to paid personal/carers leave accrues progressively during a year of service according to the employee’s ordinary hours of work, and accumulates from year to year.”⁵

A significant part of this decision hinged on how the FCFC interpreted the term “day” with respect to paid personal/carers leave.

In relation to the Union’s submissions, Bromberg and Rangiah JJ stated at [35] that

“The Union submits that “day” in s 96 of the FW Act has its ordinary meaning of a “calendar day”, which is “a 24 hour period”.”⁶

The Union argued that a full-time or part-time employee was entitled to be absent on paid personal/carers leave without loss of pay for 10 calendar days per year. The effect of their argument for the employees in this particular matter was that they should be entitled to 10 paid days of personal/carers leave per year and that if the employee was absent for a full day due to personal/carers leave then they should be paid for 12 hours for such a day.⁷ This would equate to 10 days x 12 hours = 120 hours of personal/carers leave).

In relation to the Employer’s submissions, Bromberg and Rangiah JJ stated at [26] that

“Mondelez submits that s 96(1) does not refer to a calendar day, but to its “industrial meaning” of a “notional day”. It submits that “day” is used as a shorthand reference to the employee’s average daily ordinary hours based on an assumed five-day working week—that is, average weekly ordinary hours divided by five.”⁸

The effect of the Employer’s argument was that for these two particular employees in this matter who work an average of 36 hours per week, the proper construction of s 96(1) of the FW Act, should be that these employees were entitled to a quantum of 72 hours of paid personal/carers leave per year of service (i.e. 36 ordinary hours divided by 5 = 7.2 hours per day x 10 days = 72 hours).⁹

The Minister for Small and Family Business, the Workplace and Deregulation who was an intervener in the matter, supported the Employer’s arguments with respect to how the personal/carers leave entitlements in the FW Act should be constructed.

MAJORITY DECISION

Justices Bromberg and Rangiah, the majority of the FCFC, concluded that the declarations sought by the Employer should not be made. The majority rejected the arguments of the parties in relation to their interpretation of a “day” under s 96 of the FW Act, instead referencing a day to the portion of a 24 hour period that would otherwise have been worked by the employee had it not been for their absence. Bromberg and Rangiah JJ stated at [93] that,

“... in s 96(1) of the FW Act, “day” is used in the specific context of an authorised absence from work. In that context, its natural and ordinary meaning is not a bare 24 hour period, but the portion of a 24 hour period that would otherwise be allotted to working. A “day” consisting of the portion of a 24 hour period that would otherwise be allotted to working may conveniently be described as a “working day”. The natural and ordinary meaning of “10 days of paid personal/carers leave” in s 96(1) is authorised absence from work for ten such “working days” for a reason set out in s 97.”¹⁰

In relation to how the personal/carers leave entitlement under



the FW Act should be accrued, the majority found that the entitlement should be calculated based on days rather than hours. Bromberg and Rangiah JJ stated at [169] that,

“Under s 96(1), the accrual is expressly based upon time served with the employer and is expressly to be calculated in days. So, for example, every 5.2 weeks, the employee accrues an entitlement to another full day of paid personal/carer’s leave.”¹¹

Relating back to the two employees in this matter, the majority found that these two employees under s 96(1) of the FW Act were entitled to 10 days per year of service based on 12-hour shifts. This equates to the equivalent of 120 hours of paid personal/carer’s leave.

The effect of the majority’s decision is that irrespective of the hours an employee works per day or the number of days they work per week, all employees (excluding casuals) are entitled to 10 days of paid personal/carer’s leave per year under the FW Act. A concerning impact of the majority’s decision is that you could have 2 employees who both average the same number of hours per week, but ultimately have varying personal/carer’s leave entitlements. For example, Employee A works 4 x 5 hour shifts per week, Employee B works 2 x 10 hour shifts per week. Employee A is entitled to 10 days per year paid at 5 hours if they are absent for a full day, Employee B is entitled to 10 days per year paid at 10 hours if they are absent for a full day.

IMPLICATIONS

AHA|SA Members need to be aware of the following:

- The personal/carer’s leave entitlement under the National Employment Standards in the FW Act are a minimum standard. Therefore, this decision not only has application to those venues that apply an Award, but it also has application to those venues that have an Enterprise Agreement or Collective Agreement in place. This decision also has application to those employees that are Award and Enterprise Agreement free.

- Full-time and Part-time employees as a minimum are entitled to 10 days of personal/carer’s leave per annum regardless of how many days they work in the week and regardless of the number of hours they work per week.
- Personal/carer’s leave for Full-time and Part-time employees should be accrued in days rather than hours. The entitlement should be based on the time the employee has worked for the employer. For example, every 5.2 weeks, an employee accrues an entitlement to another full day of leave.
- Where an employee takes personal/carer’s leave, they are entitled to be paid for that day based on the hours they would have worked that day. E.g. Employee ordinarily works a 6 hour shift, the employee is required to be paid 6 hours for their day of absence.
- Where an employee takes a personal/carer’s leave day, a day needs to be deducted from their accrual balance. If the employee takes the equivalent of a half day of personal/carer’s leave, half a day needs to be deducted from their balance.

WHERE TO FROM HERE?

At the time of writing this article both the Employer and the Federal Government had announced their intention to seek leave to appeal the decision in the High Court. A decision of the High Court would provide certainty for employers in relation to how to interpret the personal/carer’s leave entitlement in the FW Act.

The AHA were instrumental in being able to successfully lobby the Federal Government to appeal the decision to the High Court.

In the meantime, Members need to make suitable adjustments in their payroll to accommodate for the changes that this decision has brought.

¹ *Mondelez v AMWU [2019] FCAFC 138, See para [18]*, ² *Ibid, see para [19]*, ³ *Ibid, see para [1] and [200]*, ⁴ *Fair Work Act 2009 (Cth), s 96(1)*, ⁵ *Fair Work Act 2009 (Cth), s 96(2)*, ⁶ *Mondelez v AMWU [2019] FCAFC 138, para [35]*, ⁷ *Ibid see para [82] & [83]*, ⁸ *Ibid para [8]*, ⁹ *Ibid see para [3]*, ¹⁰ *Ibid para [93]*, ¹¹ *Ibid para [169]*



Photo by JESHOOOTS.

Are You “Ducking Great Time” or “Three Hat Fine Dining”? (Yes, it matters.)

BY TIM BOYLEN **Boylen +**

I was on The Pickled Duck website recently and what impressed me was the cheeky tone throughout their text.

Here’s an example that quickly tells a visitor that this venue is all about fun:

- “A place to meet on the park, enjoy a meal with friends and have a ducking great time.”

Likewise, the new Marion Hotel website projects its attitude from the earliest words and keeps its messaging sharp and modern. Examples include:

- “Hey good lookin’! Welcome to the Marion Hotel. Let us keep you up to date with all that’s going on. Avoid FOMO. You know you want to.” (FOMO is ‘fear of missing out’.)
- Accommodation is called “Stay” and it instantly tells you about the rooms: “Quirky. Luxe. Cosy.”

AUTHENTICITY MATTERS

We call this being “authentic”. It’s an authentic tone of voice and imagery that accurately reflects what your venue is really like.

Let’s look at the award-winning Mount Lofty House as a contrast. Compared to the first two examples, the text on the home page positions the hotel as luxury and more formal. It also provides evidence with the words “three hat fine dining restaurant”:

- “We are an iconic designer boutique hotel in the Adelaide Hills, famous for our luxury escapes, three hat fine dining restaurant, indulgent day spa experiences, conference retreats and breathtakingly beautiful weddings.”

So the visitor knows that if you want a cool hangout, head to the Pickled Duck or Marion, but if you want a luxury escape with fine dining in-house, then motor up to Mount Lofty.

“It’s an **authentic tone of voice and imagery** that accurately reflects what your venue is really like.”

VIDEO CHOICES

The video choices are also interesting. Mt Lofty House has very high production values. It’s scripted, professionally shot, uses a range of effects including slow motion and each shot is carefully prepared.

By contrast, The Pickled Duck has deliberately clunky zoom as if

it's been shot by a patron, light levels are far from perfect and the food shots are a world apart from Mt Lofty's. The visitor knows that this venue is fast, fun and a little bit funky!

Achieving this "rough" look is a fine balancing act. The main danger is that if you miss the mark, it can come across as second rate and is a reflection of your venue.

If you want a video that isn't too slick, but won't be a turn off, a professional videographer is a good investment. They can achieve the "rough look" but also give you great sound quality, make sure you get the very best angles and optimise the shots for mobile. (Hint: make sure you get all of their footage so you can use snips on social media.)

DON'T FAKE IT

When it comes to writing and recording in an authentic voice, you don't want to fake it. That's because when people experience your venue in the flesh, they'll be disappointed if you have led them astray – and they won't return.

It's the real-world version of click bait. The younger the audience, the more likely they are to post an aggravated review and tell friends.

For example, The Woolshed on Hindley Street would never market its food as being of the quality of the nearby The Apothacarey 1878... and vice versa. Different venues, different product, different audience.

- "The Woolshed on Hindley is a country themed pub during the day that offers great priced meals with daily specials."

"...when people experience your venue in the flesh, **they'll be disappointed if you have led them astray** – and they won't return."

Photos of burgers on boards and Mexican food in rustic bowls complete the tone.

- "Explore History - Embrace Culture - Experience Elegance." You quickly comprehend that The Apothacarey 1878 has award-winning food and it's in an elegant setting – but the staff aren't stuffy, they are 'professional yet affable'.

SUMMARY

1. Understand what your hotel is projecting. Some call it their "brand", others think of it as their pub's personality. Are you country casual, a gastro pub, a Millennial magnet, cheeky, formal, small bar hipster? The list goes on.
2. If you don't know how to achieve the right tone, find hotel websites that match the style of your hotel and draw inspiration from them.
3. As SATC Chair Andrew Bullock says on page 8, don't be afraid to be different ("disruptive") to achieve cut-through.

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Gaming Care – a Renewed Focus on Harm Reduction

BY GAMING CARE

In 2005, the South Australian Branch of the Australian Hotels Association (AHAISA) chose to respond to increasing concerns regarding patrons who may experience harm or cause harm to their families through gambling on gaming machines. Recognising that hotel staff are best placed to identify indicators of problem gambling, build a rapport and offer support and options for help, the Hotels Responsible Gambling Early Intervention Agency Ltd (trading as Gaming Care) was formed to assist staff.

Over time, the organisation has grown from humble beginnings with an executive officer and two Gaming Care Officers to eight full time staff including an Executive Director, Deputy Director, and six Gaming Care Officers each responsible for over 80 venues. The role of Gaming Care also grew to include providing training for venue staff through both informal workshops and approved Advanced Gaming Training, assisting licensees and staff with new systems such as the Barring Online Employee Notification system (BOEN) and Automated Risk Monitoring system (ARM) and performing compliance audits of signage and Codes of Practice obligations.

Through it all, Gaming Care's core function of assisting venue staff to minimise the harm caused by problematic gambling behaviour remained – yet the increasing compliance and training requirements placed additional burdens on both venue staff and Gaming Care, leaving less time to assist with complex patron situations. The Gaming Care Board made a decision in late 2018 to re-evaluate the effectiveness of the organisation, whether it was meeting its objectives and develop a new strategic plan for the future.

Gaming Care's constitution sets out the objects of the organisation. The primary object is to assist gaming venue owners, licensees, managers and staff in the early identification of, and support for, problem gamblers. Following consultation with industry, regulators, gambling help services and Gaming Care staff, the Board finalised a new mission statement as part of a three year strategic plan in early 2019:

OUR PURPOSE

To provide the hotel industry the capacity to respond to community concerns related to the harm associated with gambling by contributing to early intervention and support for problem gamblers and their families.

OUR GOAL

A compliant and proactive hotel industry that works with regulators, gambling help services, and players to limit the harm caused by gambling.

Gaming staff and licensees may have already noticed a difference in the nature of visits by Gaming Care Officers.

While compliance with the Codes is still important, visitation and training by Gaming Care now focuses on compliance with those clauses of the Codes that are directly related to harm reduction such as:

- Increasing the quality and accuracy of reporting on problem gambling behaviour, including the fortnightly management review
- Increasing staff skill and application of effective early intervention strategies with gaming patrons
- Assisting the hotel industry to meet its obligations through building relationships with gambling help services

Importantly, Gaming Care Officers are taking time to explain to venue staff how legislation helps to reduce the risk to those patrons who may be experiencing problematic gambling

behaviour. For example limits around EFTPOS withdrawals apply to assist those patrons who are experiencing difficulty controlling spend, signage displayed in gaming rooms and other areas of the venue serves as a reminder to patrons that they can speak to staff if they would like help with their gambling, and the reporting requirements are the most effective way to communicate to all staff that there are concerns about a patron and how to manage the situation. This approach has already seen positive results, with venue

staff commenting that they did not understand why certain requirements applied previously.

The increase in complex patron matters which involve mental health issues, possible domestic violence, co-morbidities or cultural concerns has also led Gaming Care to develop our people and processes to better support the hotel industry. To this end, all Gaming Care staff have participated in targeted training workshops each month on a variety of topics so that our staff are better equipped to assist venue staff with these challenges.

Gaming Care's evolution is ongoing, and there are still obstacles to overcome. We are continuing to work with gambling help services on ways to better facilitate referrals. Our ongoing discussions with the Liquor and Gambling Commissioner around the required training for staff are aimed at ensuring an industry wide standard so that staff are confident engaging with patrons who may be experiencing difficulty with gambling. By working with both the help services and the regulators to identify new initiatives to assist with early detection and intervention of problem gamblers, Gaming Care hope to achieve its goal and maintain its purpose in the years to come.

If you would like further information on how Gaming Care can assist your venue, please contact your Gaming Care Officer or call our office on 8100 2499.

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AHA|SA Staff Spotlight

**ANNA MOELLER - GAMING CARE
EXECUTIVE DIRECTOR**

WHEN DID YOU JOIN AHA|SA?

I commenced with AHA|SA on 2 September 2019 and am seconded to Gaming Care as Executive Director of this Unit.

WHAT ARE YOUR KEY RESPONSIBILITIES AT THE AHA|SA?

My overarching responsibility is to ensure that the Gaming Care Unit is working effectively with all hotels with gaming machines to minimise the harm associated with problem gambling. This includes providing support and working collaboratively with venues and their staff, Gambling Help Services and other community service organisations, to in turn support problem gamblers and their families. It also involves ensuring that we are assisting licensees and their staff, through education and training, to meet their compliance obligations surrounding the recognition and identification of problem gaming indicators, the accurate recording of patron behaviour and providing staff with the skills and confidence to engage successfully with patrons displaying potential problem gambling behaviours. This is important in facilitating the early intervention required to reduce the harm caused by problem gambling.

WHAT IS YOUR PREVIOUS WORK EXPERIENCE?

As a qualified lawyer I have worked in the areas of liquor licensing, gaming and planning, workers compensation and employment relations. My most recent role prior to commencing with AHA|SA was as General Manager of Member Services at another peak industry association, the Motor Trade Association of South Australia. This involved the oversight of several departments that delivered services to member businesses. This included workplace relations and work health safety advice and support, industry policy and advocacy, communications and marketing, compliance and membership acquisition and retention. I was also involved in the creation and delivery of training and conducted mediations for businesses.



My 12 years' experience working closely with industry and individual businesses has given me the opportunity to engage with all levels of government, stakeholders and influencers in order to protect and grow industry and those operating within it. I have learned the value of strong relationships and the power of collaboration – a lot can be achieved when we work together. In my role with Gaming Care I would like to combine my legal, compliance and mediation skills and knowledge with my experience working with government and other stakeholders to protect and grow businesses, their staff and patrons.

HOW DO YOU OCCUPY YOUR TIME OUTSIDE OF WORK?

On a more personal level, and as someone that finds it difficult to keep still for long, I enjoy going to the gym (Functional 45 interval training is a personal favourite at the moment). Keeping still normally requires good food or a glass of wine with a book.

OneMusic Wets the Whistle



It must have passed the pub test because in the first three months since OneMusic Australia has been on tap, some 300 hoteliers and bar owners have signed up, keen to make the switch to the one-licence system and leave the two music-licence-system behind, even before their old licences officially fell due.

Half of those contacted in the first two waves of correspondence signed-up for a new OneMusic licence even before the old ones expired. The sector remains one of, if not the most compliant, with an estimated 91% carrying a music licence going into OneMusic.

Australian Hotels Association CEO Stephen Ferguson said that publicans who had used the Get a Quote option on the OneMusic

website had found it very easy to use and quick to fill out.

Publican and musician Tom Fisher of Clancy's Fish Pubs took a keen part in the consultation leading up to OneMusic and he thinks will make the back-end of a music-loving business like his a whole lot easier.

Tom said: "With OneMusic coming along – we will manage our roster of music licences in one transaction, once a year and online – and that streamlining will help get our fees into the hands of musicians like me more efficiently".

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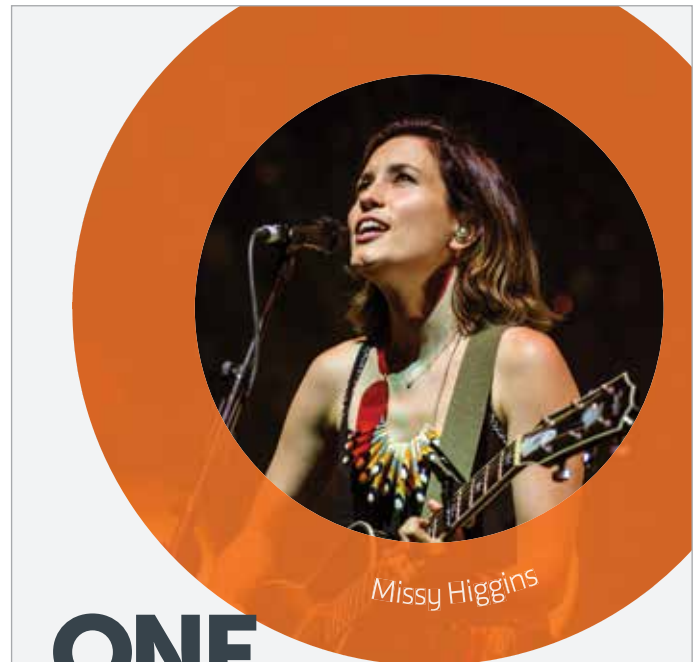
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Missy Higgins

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Our Purpose - To provide the hotel industry the capacity to respond to community concerns related to the harm associated with gambling by contributing to early intervention and support for problem gamblers and their families.

Our Goal - A compliant and proactive hotel industry that works with regulators, gambling help services, and players to limit the harm caused by gambling.

Gaming Care is the hotels responsible gambling early intervention agency, and is an initiative of the AHA|SA. Gaming Care's role is to assist venues to minimise the harm caused by problematic gambling behaviour in all South Australian hotels with gaming machines by working directly with venue staff, Gambling Help Services, other relevant organisations and stakeholders.

SOME OF OUR DUTIES INCLUDE:

- ✓ Assisting hotel staff in the early identification and support of patrons and staff who may be experiencing difficulty with their gaming behaviour.
- ✓ Developing and promoting initiatives, programs and policies designed to facilitate the early identification of problematic gambling behaviour.
- ✓ Assisting hotel staff in providing responsible gambling service, on or with the capacity to influence the service, by training in responsible service of gambling. This helps reduce harm through the creation of a responsible gambling culture within the venue.

Gaming Care has developed a Responsible Gambling Document for venues which details the ways in which staff training and measures for intervention with problem gamblers are implemented, and the roles of staff in the implementation of the code.

For any assistance or support please contact your local Gaming Care Officer, or our office for information on how Gaming Care can assist your venue.

Gaming CARE | The Hotels Responsible Gambling Early Intervention Agency

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Ainsworth Game Technology 0409 171 616
Aristocrat Technologies Australia 8273 9900
Global Gaming / Maxetag 0408 462 321
IGT 8231 8430
Independant Gaming Analysis 8376 6966
Konami Australia Pty Ltd 0409 047 899
Macmont Gaming Supplies 8340 1322
MAX 8275 9700

GAMBLING SERVICES

The Lott 132 315
UBET 8354 7300

HOTEL BROKERS

McGees Property Hotel Brokers 8414 7800

HOTEL EQUIPMENT FINANCE

SilverChef 1800 337 153

HOTEL MANAGEMENT

Liquor Legends 0429 825 072
H&L Australia Pty Ltd 8291 9555

ICE MAKERS

Bunzl Hospitality Supplies 8245 6200
Lancer Beverage Systems 8268 1388

INFORMATION SYSTEMS/SITE PREP

Max Systems 8275 9700

INSURANCE

Aon Risk Solutions 8301 1111

I.T. PRODUCTS & SERVICES

Vintek 1300 001 337

KITCHEN & BAR EQUIPMENT

Andale Hotel Services 8234 0388
Bunnings Group 0435 630 660
Bunzl Hospitality Supplies 8245 6200
Lancer Beverage Systems 8268 1388
Stoddart Manufacturing & Food Service
Equipment 0427 106 103

LEGAL SERVICES

Clelands Lawyers 8177 5888
Duncan Basheer Hannon 8216 3389
Ryan & Durey Solicitors 6166 9000
Wallmans Lawyers 8235 3000

LOYALTY & REWARD SYSTEMS

Liquor Legends 0429 825 072

MEDIA

Boylen 8233 9433
FIVEaa 8419 1395
Foxtel 1300 138 898
InDaily 8224 1600

MUSIC LICENSING

OneMusic 8331 5800

ONHOLD/MESSAGING

Adelaide's 1800 ON HOLD 8125 9370

PAYROLL & HR RESOURCES

Liquor Legends 0429 825072
Winnall & Co. 8379 3159

POS SYSTEMS

Bluize 1300 557 587
Liquor Legends 0429 825 072
H&L Australia 1800 778 340

PROPERTY VALUATIONS

Knight Frank Valuations 8233 5222

REFRIGERATION

Lancer Beverage Systems 8268 1388

RETAIL LIQUOR MARKETING

Liquor Legends 0429 825 072
Liquor Marketing Group 8416 7575
Urban Cellars 0429 825 072

SECURITY SERVICES

Agile Group 1300 964 007

SPORTS & ENTERTAINMENT MEDIA

Foxtel 1300 138 898

STAFF TRAINING & RECRUITMENT

HITsa Industry Training 8351 5855
Maxima 8340 7766
St John 1300 360 455

STAGING

Nexstage 7070 8191

SUPERANNUATION

HostPlus 8205 4965

WEBSITES

Boylen 8233 9433

HOTEL	LOCATION	DATE GRANTED	NEW LICENSEE
Hoyleton Hotel	Hoyleton	24.07.19	Elizabeth Mabel Bennett
Seaside Hotel	St Kilda	07.08.19	Carpe Diem Hotel Group Pty Ltd
Edinburgh Castle Hotel	Adelaide	21.08.19	Six T Investments Pty Ltd
Stockwell Hotel	Stockwell	06.09.19	Duckpond Trading Co Pty Ltd



WELCOME TO OUR NEW MEMBERS

Pier Hotel, Milang	Oakbank Hotel	Crowne Plaza Adelaide (Under Construction)
The Rosey	Wilmington Hotel	
Newmarket Hotel, Port Adelaide	Penong Hotel	

O F F I C E H O L D E R S



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ADMINISTRATION

IAN HORNE General Manager
 WENDY BEVAN Government Relations & Policy
 OWEN WEBB Workplace Relations
 GARY COPPOLA Legal and Advocacy
 SCOTT VAUGHAN Membership & Business Services
 KATHERINE TAYLOR Communications and TAA (SA)
 LUCY RANDALL Events & Sponsorship
 BRONTE MCCARTHY Finance & Administration
 DIDIER VOLLERIN Liquor & Gaming
 LIZ TURLEY Training Coordinator
 ANNA MOELLER Executive Director Gaming Care

EXECUTIVE COUNCIL

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 MATTHEW BINNS AHASA Vice President
 ANDREW BULLOCK AHASA Deputy Vice President
 RICHARD LOVELL AHASA Secretary/Treasurer
 Matthew Brien, Matt Rogers, Sam McInnes

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Andrew Plush	Jason Kelly	Tim Gregg
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Darren Steele	John Giannitto	Trent Fahey
Guy Matthews	Karen Milesi	Trevor Evans
James Franzone	Luke Donaldson	

P U B L I S H E R



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HENRY RIVERA
 Graphic Designer



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