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Fires of Hell: Outdoor a Hit in Country Pub Reno

From an old historic pub to a jewel of the Clare Valley, the Watervale Hotel has been transformed into a “must visit” destination. That vision is now complete.

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Whether it is a bistro, steakhouse, rooftop bar or fine dining restaurant... mistakes and mismanagement can be costly.

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From the President

DAVID BASHEER – AHA|SA PRESIDENT

Premier Marshall's Leadership Shines Through in Difficult Times

SA Premier Steven Marshall has had the unenviable task of juggling a wide range of interests and concerns, and he deserves credit for putting SA in a leadership position to ease hospitality restrictions.

As other jurisdictions continue to play catch up with our State, this week's announcement about stand up drinking inside venues was more welcome news.

We understand the mechanics are yet to be announced but this decision is praiseworthy as it unlocks opportunities for our Christmas season.

The AHA|SA has had frank and forthright discussions with the State's leaders. We will continue to argue our case for the benefit of all members. Having said that, it is a credit to Premier Marshall, SAPOL and our frontline health workers that life in SA is not that far from normal.

If you watch the video associated with this column, I also pay credit to our venues and their 26,000-plus staff for adhering to the restrictions. SAPOL's official statistics show 96% venue compliance. That is an amazing figure! I am sure that this level of compliance from our industry gave key decision makers the confidence to further relax restrictions.

Yes, the pace of change in these stressful times can never be fast enough. Yes, we have been frustrated and we have voiced his. But let's also respect the fact that leading SA through the pandemic has required tough and sometimes unpopular decisions.

A glance at the rest of the country – and overseas - helps us understand exactly how fortunate we are in SA. The recent State of Origin match was a welcome boost for the CBD economy – especially for the accommodation hotels that have been hit the hardest.

To stage a national event of such significance in current circumstances is, hopefully, a sign of better things to come.

Our government has managed to open borders at a far quicker pace than our interstate counterparts. While it was of limited value as other states didn't reciprocate, we are now seeing the value of this, as domestic tourism and face-to-face business dealings open up.

BE AN AMBASSADOR FOR OUR INDUSTRY

Our industry has so many great stories to tell, yet we don't give ourselves anywhere near the credit we deserve for the brilliant assistance we give to so many.

If we don't recognise it ourselves, we can't expect key decision makers to understand and appreciate it. Here are a few reminders of what we as an industry achieve:

- All around the State there are good news stories from people, young and old, who have regained a job in their local pub.
- One of many great aspects of our industry is that we offer employment in the regions where jobs can be scarce.
- Many well credentialed and influential people in this State funded their University education working in a pub.
- And we are the perfect vehicle for employing the young. Youth unemployment is way too high Australia-wide. It's great that the hospitality sector can offer thousands of jobs to our young people. Along the way they are learning important life skills, including the importance of service, good communication and following processes. Every pub that employs a young person can be rightfully proud that they are helping to set up good foundations for future generations of society.



Click here to watch video



FLOOD OF SUPERMARKET LIQUOR APPLICATIONS OF GREAT COMMUNITY CONCERN

Earlier this year, the AHA|SA flagged our concern about ALDI seeking to circumvent the State's new Liquor licensing laws after finding a loophole that would allow them to sell alcohol in their supermarkets.

To her credit, SA Attorney-General Vickie Chapman moved swiftly to introduce legislation effectively blocking ALDI. More importantly, it ensured the effect of the legislation remained within the spirit that Parliament intended.

Roll on less than 12 months and we are seeing a flood of licensing applications around increased granting of off-premise licenses, as the long established "needs" test has disappeared. The new criteria has led to a proliferation of new licenses and applications that will be potentially devastating for traditional pubs.

The "needs" test has been replaced by a Community Interest test, and the barrier to entry has been lowered. Recent court decisions have effectively flipped the onus from the applicant to show how harm can be mitigated or eliminated, to the opposite - requiring specific evidence to be given by others to show harm will be caused by the granting of the license.

Suddenly, the floodgates have been opened!

Making matters worse, a standard locality for an existing licensed premise appears to have become a mere 2km, or a two-minute drive. The existing availability of liquor in the precinct appears of little concern.

In a short 10-month period, 70 applications have been made for licenses that allow take away liquor – and many of these have come from the major supermarket chains.

This is an increasing threat to the viability of family operated operations, with Coles and Woolworths rapidly expanding their footprint and swamping small and family businesses. The giant national grocers already control 77% of all Australian bottled wine sale, which is something for the Wine State to fear. This was never envisaged by the recent Anderson Liquor review, which was endorsed by both sides of politics.

This issue is front of mind for the AHA|SA. We have formally proposed to the licensing authority that they must be satisfied that granting a new packaged license is substantially in the public interest, and it must also consider the existing availability of liquor within the locality.

The failure to do so leaves the inevitability of a totally supermarket-controlled package liquor market in this State, as we have seen on the Eastern seaboard. This is bad news for pubs and the community groups they support, bad news for jobs and bad news for local wineries.

OFFICIAL GOVT STATS REVEAL THE LIE IN ANTI-ALCOHOL LOBBY CLAIMS

Covid-19 has shone a spotlight on the misinformation peddled by the many impressively funded anti-alcohol agencies.

During the peak of the pandemic, we heard the constant call for urgent liquor reforms as alcohol consumption was raging 'out of control'. This was part of an ongoing disinformation campaign and once again, the claims were easily disputed.

The Federal Government's own budget put the issue to rest, when it identified a 1.36% reduction in alcohol tax in the first six months of this year. The Budget papers showed in black and white that here was a \$190 million decline in alcohol tax collections for 2020-21.

The AHA|SA supports any targeted measure for alcohol reform, but only where the evidence demonstrates it will address issues of community concern, not simply bowing to an alternative agenda.

Yet with the flood of applications for packaged liquor at the moment, these well-funded bodies have remained silent. If they do have concerns about the availability of liquor, now is the time they should be raising them with the correct authorities through formal objections, rather than resorting to headline grabbing announcements.

David Basheer, AHA|SA President



From the General Manager

IAN HORNE – AHA|SA GENERAL MANAGER



Stand Up Breakthrough?

Finally, some movement on the issue of Stand Up Drinking (or Vertical Consumption as referred to by SA Health) as a result of announcements by the Transition Committee on Tuesday 4th November 2020.

The removal of Stand Up restrictions is based on the implementation of QR Scan technology and for some late night operators, an ID scan.

The QR scan arrangement is applied in Queensland and NSW and has been a requirement since the re-opening in those two states.

Similar customer tracing is also used in WA and NT. The QR scan gives SA Health a level of comfort that should there be an outbreak of the virus that involves a licensed premises, then authorities will be able to contact those who attend a particular venue on a particular day.

Why would SA have outbreaks? Well it's the opening of borders and the relaxing of self isolation requirements that increase the risk to SA. The opening of borders is inevitable and a necessary step to restore the economy and restore our industry.

At the time of writing we have not had the details of what the system may look like, however, we will be meeting with SAPOL and SA Health shortly. Our ambitions are clear – This app/scan system should be at no cost to venues or customers, be a simple process that does not intimidate or alienate customers and be the catalyst for additional restrictions to be reviewed.

A handwritten signature in black ink that reads "Ian Horne".

Ian Horne, AHA|SA General Manager



Managing the Disciplinary Process

OWEN WEBB, AHAJSA WORKPLACE RELATIONS MANAGER

The AHAJSA Workplace Relations team recently held a Zoom information Session for Members on Managing the Disciplinary Process. In this article we look at the key take outs from the session, focussing on those important steps to ensuring Members undertake the appropriate procedure when counselling and disciplining staff.

MEASURING AND MONITORING PERFORMANCE AND CONDUCT

Where an employer is of the view that an employee is not performing at an acceptable level of performance or behaviour, it's imperative that the employee understands what their employer's expectations are. What is the employee being measured against? Is the employee aware of what the key requirements and expectations are of their position? Have they been given appropriate training and instruction on how to perform their role?

In the first instance, the employer needs to ensure that the employee has a clear and transparent position description. Not only does the position description outline the key requirements of the role, but it also helps to clarify what the employee's performance is going to be measured against. Aligned to the position description, the employer may also want to establish some goals/targets/key performance indicators. Again, the Key Performance Indicators will help to determine what the expectations are for the employee and employer. For example, for a Head Chef one of their Key Performance Indicators may be to reach a certain level of food revenue per month or to achieve a certain percentage with respect to their labour costs.

Whilst an employer consistently monitors an employee's performance on a regular day to day basis, the AHAJSA recommends that Members also undertake reviews of

employee's performance and behaviour in a more formal setting.

One of the ways that this can be achieved is through regular performance appraisals/reviews being undertaken. Performance reviews provide a formal avenue for documenting an employee's performance against their key tasks and responsibilities as well as establishing a framework for looking at any future training and development needs and targets for the next review period.

With respect to employee's conduct and behaviour, formalised policies and procedures are critical to ensure that there are clear guidelines around what the Hotel's policies are in relation to areas such as requests for leave, cash handling, grooming and drugs and alcohol use at work just to name a few.

EARLY INTERVENTION

Where there are instances of poor performance or where an employee breaches a policy or procedure, the issues need to be addressed with the employee as soon as possible.

It is important to address such issues early as failure to do so not only condones the behaviour but also means what may start off as a small, easily managed problem, grows into a large, complex and perhaps costly problem to resolve. In addition, it reduces the likelihood of the performance or behavioural issue occurring again.

The approach the employer takes to address the issue(s) may be one of a less formal counselling approach or a more formalised disciplinary approach depending upon a number of factors including but not limited to the severity of the incident, the employee's length of service and the employee's employment history. A factor may also be that the employee's performance may not have been at an acceptable level because they haven't been given appropriate instruction and training in an area.



INFORMAL DISCIPLINARY PROCESSES - COUNSELLING

It may be necessary for an employer to undertake an informal disciplinary process, counselling, with an employee where for example it relates to initial performance issues that have not been previously addressed with the employee.

It may also be necessary to counsel the employee if their behaviour or conduct is not appropriate but not to such a level that it warrants the issuing of a formal written warning.

The counselling process involves the employer documenting a process (improvement plan) with the employee which outlines the following:

- Identification of the specific areas of performance and or conduct concern (providing examples)
- Outlining what is expected of them in relation to their performance and or conduct
- Dissecting those factors that may be affecting poor performance/conduct
- Outlining how the employee can improve their performance/conduct
- Establishing a review period

By undertaking such a process, the employee becomes aware that there is an issue and at the same time is provided with an opportunity to fix the problem before the formal disciplinary process is engaged. A written record of any informal process used should be kept on the employees personnel file.

DISCIPLINARY MEETINGS

It may be necessary to undertake a formal disciplinary meeting where an employer has exhausted the informal disciplinary process or where an employee has potentially seriously breached a policy or procedure of the hotel. Where it is likely that an

employee could be issued with a written warning or potential termination of employment it is very important that the Hotel follows an appropriate course of action which involves following the principles of procedural fairness.

By following an appropriate procedurally fair process it will help to mitigate the impact from any potential litigation an employee may later decide to take.

When managing the disciplinary meeting process, we recommend that Members undertake the following basic steps:

1. Undertake a thorough preliminary investigation into the matter

Employers prior to sitting down with the employee for the disciplinary meeting need to ensure that they have undertaken sufficient preparation for the meeting. Preparation can involve ascertaining a whole range of information dependant on the circumstances which may include: detailed examples of performance concerns, reviewing position descriptions and KPI's, reviewing policies/procedures if there has been an alleged breach, reviewing CCTV and any necessary transactional records, and other necessary information relevant to the matter.

2. Notify the employee of the meeting and details of the allegations/concerns

Prior to undertaking the disciplinary meeting, the employee needs to be notified in writing of what the allegations/concerns are. The employee should be given at least 24 hours' notice of the meeting and the opportunity to have a support person or representative of their choosing present. The employee should also be notified of the fact that one of the outcomes of the process could include possible disciplinary action and dependant of the severity of the issue, potential termination of employment.

3. The employee needs to be provided with an opportunity to respond to the allegation(s)

At the formal meeting the employee should be advised of the



precise nature of the issue(s), including the gap between the actual behaviour/performance and the required behaviour/performance. Prior to the employer making any decision as to the outcome from the meeting, the employer needs to ensure that the employee is given every opportunity to respond to the allegations/issues. This may require the employee to seek external advice on the matter before responding and may require further meetings once further evidence is obtained.

4. The employer needs to consider the employees response(s)

The employer will need to consider the employee's response(s) to the issues/allegations raised. This may require the employer to take further time beyond the first meeting to consider the employee's responses. It may also require the employer to undertake further investigations such as obtaining further statements from other employees.

5. Advise the employee of the outcome based on employee's responses and available evidence

Having considered the employee's responses and the available evidence, the employer needs to notify the employee verbally of the outcome. The outcome will vary dependent upon a range of factors such as seriousness of the issues, available evidence and previous employment history and any prior warnings. The employee should be provided with confirmation of this outcome in writing post the meeting.

FACTORS TO TAKE INTO CONSIDERATION WHEN DETERMINING APPROPRIATE ACTION

The employer needs to consider a range of different factors before ultimately determining what disciplinary action (if any) is required including: an employee's length of service, employment history, prior written warnings, seriousness of the incident/performance concerns, the available evidence, treatment of others in the same circumstances and any other mitigating circumstances.

WRITTEN WARNINGS

Where an employer decides to issue an employee with a written warning, there are some basic tips that should be adhered to.

Written warnings should not be issued at the disciplinary meeting in a pre-determined fashion. They should be issued post the disciplinary meeting process once the employee is given the opportunity to respond to all of the allegations/issues.

- Written warnings should contain sufficient enough detail to ensure that it is clear as to the gap between the actual behaviour/performance and the required behaviour/performance.
- Employers should not seek to rely on a written warning that was issued more than 12 months ago.
- An employee cannot be forced to sign a written warning.
- Employees should be provided with a copy of any written warning issued to them.

THE IMPORTANCE OF MANAGING THE PROCESS

It is extremely important that employers manage the disciplinary process appropriately by ensuring they afford an employee appropriate procedural fairness throughout the process. Such a process will ensure that if an employee lodges a claim for unfair dismissal or general protections, the employer can mitigate any potential risks as best as possible. If the employer can prove that an appropriate process was followed, as per s 387 of the *Fair Work Act 2009* (Cth), it will be of assistance during proceedings for such claim and may result in the employee's claim being unsuccessful.

Members with any queries regarding the disciplinary process should contact the Workplace Relations Team at the AHA|SA on 08 8232 4525.



Fires of Hell:

OUTDOOR A HIT IN COUNTRY PUB RENO

WORDS: ROBERT LAIDLAW

From an old historic pub to a jewel of the Clare Valley, the [Watervale Hotel](#) has been transformed into a “must visit” destination.

When Nicola Palmer and Warrick Duthy were dining at the Watervale Hotel in September 2017, on a whim they decided to buy the pub with an eye on a major renovation to breathe new life into the venue.

Three years and a pandemic later, that vision is now complete.

“It was just a sleepy old pub with less than a quarter of the available space open, so there was renovation potential,” Nicola said.

“The original license was for 100 people, now we can have 400. We have a focus on good wine and good food.

“We have our own organic and bio-dynamic farm ([Penobscot](#)), which we run on the permaculture principals, to source fruit and vegetables for our salads – we are a farm-to-plate restaurant within a pub.

“A part of putting in a new kitchen, we also run cooking classes, while outside is a barbeque – Fires of Hell – where we use the South American Asado style of roasting.”

BEER GARDEN AND JAIL

One of the space issues with the hotel was the unevenness of the land at the back, which Nicola and Warrick levelled and created a huge beer garden.

In the process they excavated 1.7m of hillside – and although they kept the former jailhouse (the Hell-hole!) at the back as is, they converted it to allow full disability access.

Nicola, who is the head chef, proved she can turn her talents to many projects. She designed the renovations, with the pièce de résistance being the press tin panelling, which retains the hotel’s historic feel.

SUSTAINABLE

Growing up in the region, Nicola has distinct childhood memories



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Watervale Hotel owners, Warrick Duthy and Nicola Palmer.

of visiting many hotels in the Clare Valley but not the Watervale Hotel, which she has always felt was underutilised.

“For me, the Watervale pub has always had potential for renovations, as I thought it was a beautiful old building in a prominent position,” Nicola said.

“When we started working on the hotel our aim was to create a tourism beacon, one of the best in the state, while highlighting the region.

“And we wanted everything to be sustainable and economical. Our aim was to prove a business could be run this way.

“We increased the menu with our farm-to-plate dining and our wine list included every winery in the Clare Valley region – to showcase the area’s wine. Between 5pm and 7pm we hold wine tasting to help local wineries that do not have cellar doors.

“Our business complements the region, which is important for us. As for Watervale, we have the most famous Riesling in the southern hemisphere!

The whole Clare Valley is an amazing region, which is too little known. The diversity of our soil structure is why so many varieties grow so well.”

While COVID-19 affected many businesses around the world, for the Watervale Hotel it was used as a time to escalate renovation work through the winter, with the result that all was in readiness for a grand reopening on September 1.

And what a difference the renovations have made? Opening hours changed and the Watervale Hotel opened seven days a week, with food available between 11am and 9pm.

Many areas had been blocked off over the previous two years; now it looks like a completely new venue, while retaining its historic charm from the period.

OUTDOOR SUCCESS

Outside? Wow, what a difference! It has become the most popular space for diners, which can now cater for up to 180 people.

“When we opened the outside area initially after the renovations, we held a function where we invited former Senator Sean Edwards and Senator Don Farrell – both have an interest in Clare Valley wine,” Nicola said.

“While we were COVID-19 restricted to just 100 people in the beer garden, we had a full house, and we celebrated the ‘Festival of the Lamb’ with five sheep that we butchered ourselves.

“With some of the restrictions, this area has become incredibly important and the most common space people want.

“And while we are attracting many visitors to the area, we are also hoping to attract locals here – we are trying to attract people with our good food and wine! We are about catering for everyone – we don’t mind where they come from.

“We have aimed to build something incredibly different, where we can cater for a wide range of ages. We also have a small range of international wines, which we rotate.”

HISTORY

There is nothing quite like the Watervale Hotel in South Australia. The link to their own farm just a kilometre down the road is



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one of the biggest differences. In addition, the unique setting combines the beauty of the region with the historical significance of the building, which was originally licensed in 1847.

While the Watervale Hotel is arguably the oldest pub in the region, another point of interest is the number of women licensees, including Esther Greenslade, who changed the name from the Stanley Arms to Watervale in 1868.

In the 19th century bare-knuckle fights were common and encouraged around hotels, with several people dying for the 'cause'. Townspeople at the time were pushing for a police station, which saw the jail built behind the hotel in 1868.

Then at the turn of the 20th century, Helen Forbes became the licensee and when the hotel burned down, she rebuilt it in 1913, and the pub still retains the same frontage from then.

Nicola came to the Watervale after being the head chef at the family-owned Skillogalee Winery Restaurant, while Warrick is the managing director of Kilikanoon Wines – both renown local businesses.

"For us, we have tried hard to keep the front as original as possible. When people walk through the door, there always seems to be that 'wow' emotion, which is very satisfying," Nicola said.

"It was about a blend of the old and the new and ensuring the renovations fitted that aim, with the elegant settings that leaves people with the 'must visit again' thinking."

There is no doubt that this amazing restoration has respected the past, while creating a legacy for the future.



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Mapping Out the Road to Recovery

Although life in South Australia is increasingly returning to normal, there's no denying that the impacts of **COVID-19** will continue to be felt in the months and years ahead. Increased levels of debt, reduced patronage and ongoing insecurity around restrictions are examples of some of challenges that venue operators will face moving forward.

There is also a degree of uncertainty around ongoing government support that will be available to business. While some incentives, such as **JobKeeper** payments, are being gradually phased out, the recent Federal Budget also introduced a raft of new measures aimed at sustaining business and encouraging investment.

Over the next few months, there will be some important decisions to be made and many publicans will be facing a critical juncture in the road to recovery from the pandemic. While some will still be in survival mode, others will be actively considering investing to take advantage of government support measures.

Either way, as we move into the summer months and look ahead to 2021, your success at handling the next steps on the road to recovery will rely heavily on having a robust plan in place that considers the opportunities available to your business, the ongoing challenges of the COVID-19 economy and prepares you for what's coming over the horizon.

LEVERAGE SUPPORT THAT'S RIGHT FOR YOUR BUSINESS

In last month's column, we discussed our work helping a number of clients take advantage of the \$150K instant asset write-off scheme while balancing the costs of upgrades. In particular, we looked at the acceptance of BNA (Bank Note Acceptors) and TITO (Ticket In Ticket Out), which came into effect on 30 July 2020, as being of significance for publicans interested in upgrading their gaming machines. We also touched on another opportunity, the possibility of investing in the **digitalisation of your business**.

As part of this year's budget, this instant asset write-off scheme has been extended so that businesses can now deduct the full cost of eligible capital assets, provided they are first used or installed by 30 June 2022. Importantly, for small and medium sized businesses with aggregated annual turnover of less than \$50 million, the instant asset write-off also applies to the purchase of second-hand assets.

This year's budget also contained several other key measures that publicans should be aware of, including:

- A simplification of the fringe benefits tax scheme;
- Expanded access to a range of small business tax concessions through an increase to the small business entity turnover threshold from \$10 million to \$50 million;
- JobMaker hiring credits that provide business owners with a subsidy of up to \$200 per week for the next 12 months for every new employee aged under 35; and
- The ability to offset any losses from the 2019-20, 2020-21, 2021-22 against previously taxed profits in or after the 2018-19 financial year.

As Perks Tax Consulting Director **Neil Oakes** explains, publicans should readily consider how they can capitalise on the new budget measures but also need to be aware of how these might impact your tax liability.

"The budget is certainly a win for small business with the range of new measures introduced aimed at stimulation job creation and investment, but it also creates a number of tax questions," he says.

"For instance, if we look at the carry back losses scheme, this is a measure that will require careful tax planning to ensure you're offsetting the impacts of the downturn in trade through COVID-19 appropriately against potential future profits."

"This measure, in particular, is a key opportunity for ordinarily profitable businesses that are struggling due to COVID-19 to unlock vital cashflow and should be high on the list for hospitality operators."

"Ultimately, it highlights the importance of putting a strong plan in place that supports your objectives in recovery and considers the relevant tax and compliance requirements you'll have to meet."

"Over the next few months, there will be some important decisions to be made and many publicans will be facing a critical juncture in the road to recovery from the pandemic."

PUTTING A PLAN IN PLACE

Mapping out your road to recovery doesn't have to be a daunting task. With the right advice and clear understanding of your goals, the next few months presents a key opportunity to lock-in the strategies that will carry your business forward beyond COVID-19.

Those of you who kept a close eye on pre-budget commentary may have seen the joint proposal submitted to the Federal Government by major accounting and business groups, which advocated for a subsidy of up to \$5,000 for small business owners to access a tailored 15-month plan from an accredited professional.

While this wasn't included in the budget, there's still the strong chance that this joint proposal will be tabled separately in the near future, which could positively impact up to 500,000 businesses across the country – so it's certainly something to keep an eye on.

As mentioned in [last month's article](#) ↗, a seasoned finance broker can bring enormous value in streamlining the process of accessing finance for a capital purchase, as can an experienced business adviser in providing valuable guidance in planning for the future of your business post-COVID-19.

Importantly, given how unpredictable the current economic landscape is, developing a plan that is supported by robust, modern accounting and reporting systems is critical to ensuring you have an accurate picture of where your business is at now to forecast for the future, as well as provide you with real-time business insights along the way.

So, although there will continue to be challenges ahead, those who grasp the opportunity and put a clear plan in place will be the ones who emerge strongest out the other side.

“Mapping out your road to recovery doesn’t have to be a daunting task. ...the next few months presents a key opportunity to lock-in the strategies that will carry your business forward beyond COVID-19.”



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



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The Bush Telegraph has been missing in action for much of this year due to the colossal impact of this worldwide virus that has struck down, in various ways, all and sundry.

The hotel industry has been affected more so than many other types of business, which I know you, more than any in the community, have witnessed firsthand. The community meeting place (hotels) was adjudged a contagious environment and closed down as a result.

I must say I refrained from submitting any articles in respect to you all. The financial impact, the unknown term of duration, the seriousness and remedy - "when is this darn thing going to end!" - has surely tested the resilience of industry participants more than ever before.

We have been confronted with depressions, recessions, wars, a global financial crisis, along with droughts, floods, fires and even mouse plagues to name a few in the past 100 years, but the Covid-19 virus – well this has been something else.

The prolonged process of combating the virus has meandered on incessantly at great expense to personal and business finances, mental health pressures and tested the resolve of everyone. The Federal and State governments have overseen controlling the virus and thankfully it appears the light at the end of the tunnel is shining brightly.

These hard times are a chance to reflect also on the importance of being a member of the AHA, who have steadfastly been representing the industry, professionally meeting with Government, in talks throughout. Our truly great representative body!

I guess the uncertainty to commence trading was like two football teams being on the field waiting for the game to commence with the sound of a siren blast, which never happened if you get my drift!

Talking about sport, wasn't it fortunate that horse racing was allowed to continue in a restricted way. This was followed later with the AFL competition (now concluded) as something to watch under shutdown demands.

Whilst I was watching the sport, my wife Jenny was watching cooking shows and actually became a very good and tasty cook (after 50 years of married life) with great variety as evidenced by my expanding girth! She made me take photos prior to consuming each dish – a reminder of my publican days when after pouring a beer for a customer I used to then say to a new client "Can you hang on a second mate, I want to get a photo of that – that's a perfect beer!" (much to the wry smile of regulars who had heard it all before).

The word on the street is that with the approaching festive season, local tourism is expected to boom with many looking

“These hard times are a chance to reflect also on the importance of being a member of the AHA, who have steadfastly been representing the industry...”

intrastate for holiday breaks in the coming months. Hopefully the business bottom lines have a bounce higher than a Ray (Razor) Chamberlain AFL centre bounce. Commiserations to all of my Port Power barracking mates for their unfortunate season end; there's always next year for us all.

My thoughts are with you all as, hopefully, we slowly revert back to normal. Ravo's Bush Telegraph extends Christmas greetings to you all and your families and a happy and prosperous New Year.

Catch you all in 2021 (gee, that's 21 years since the millennium and Y2K dramas).



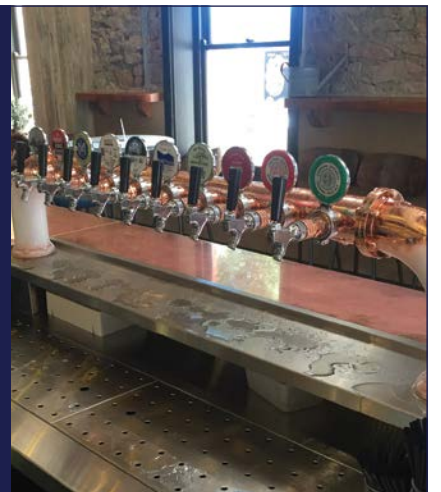
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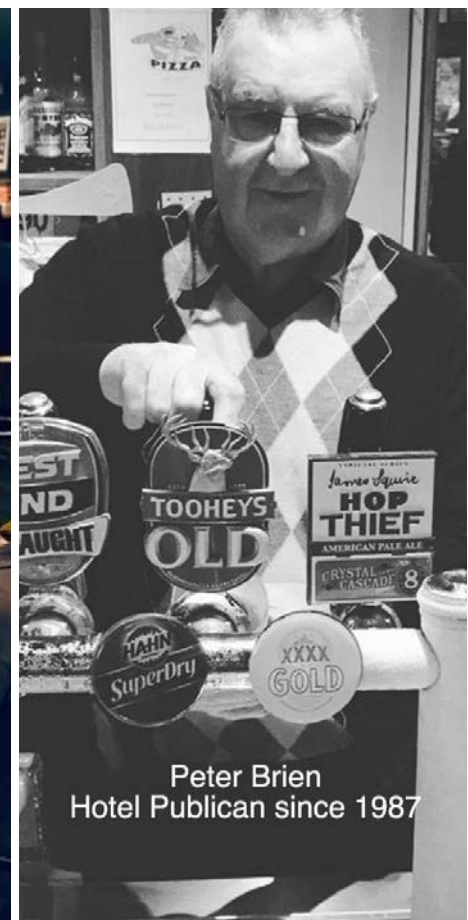
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Patrons celebrate the anniversary in the Bar.



Peter Brien
Hotel Publican since 1987

80th Anniversary

BRIEN FAMILY CELEBRATES 80 YEARS AT THE ALBERTON

WORDS: JOSH TEAKLE

For the last 55 years Peter Brien Jr has cherished every day's work behind the bar at the Alberton Hotel. However, that's just the tip of the iceberg when it comes to his family's legacy at the 172-year-old pub in the heart of "the Port".

In September the Brien family celebrated their 80th year at the hotel after Peter Jr's father, Peter Snr, started pouring beers behind its bar in 1940.

While Peter Jr, 74, still operates as the licensee and stops by every day to meet the old and the new that wander through the front bar, the management of his beloved Alberton Hotel has been handed over to the next generation, with children Matt and Rebecca running daily operations.

The Brien's eight decades at the Alberton Hotel rivals some of the longest pub tenures in the State. Now with his three grandchildren (8, 11 and 14 years old) chipping in by re-turning glasses and plates to the kitchen, Peter Jr is holding out hope

of a fourth generation to keep the pub in the family for years to come... no pressure attached of course.

UNIVERSITY OF LIFE

Despite never living further than a few kilometres away from the hotel – including 41 years in the family home upstairs – and only ever working the one job, Peter Jr said he wouldn't have it any other way.

"I have always said there are two types of people 'those who live at the Port, and those who wish they did,'" he said.

"I have never even dreamed of doing anything else.

"Pubs are a gathering place and are inclusive of everyone in the community.

"You learn so much at the local pub, it's almost like a university – I never went to uni but you learn as much in a pub as you do at



Brien siblings L-R, Denis, Mary, Peter and Michael.



Brien family lunch to celebrate the 80th anniversary.



Publican lunch to celebrate the 80th anniversary.



Peter Brien.



Peter Brien with children Matt and Bec.

uni because you will always find someone to tell you a story or have a laugh with.”

Peter Jr has treasured memories growing up in the pub with his parents and three siblings, always returning to school with a story or two, before eventually starting work behind the bar as a 19-year-old.

“Growing up in a pub certainly didn’t hinder us. In fact, I think we were smarter than other kids because we had heard it all in the front bar,” he said.

“We’d come home from school and walk through the bar with our uniform on, play cricket in the beer garden and footy in the plantation. Our life was never boring.

“We had rooms upstairs and there were often six or eight boarders staying at a time, real characters, so it was a very interesting time. Owning a pub in the Port, there was a new story every day.”

What’s even more unique than the Brien’s long tenure with the hotel is that for the entire 80-year period someone has lived in the upstairs residence, with Matt currently living in the family home.

PUB AS A HOME

Growing up, Matt shared his father’s love of the live-in pub lifestyle during the 1980s but said with the rapid change in the hotel industry, a lot has changed since then.

“The Alberton Hotel is not just a pub for us or a place to go and have a beer, it’s our home,” Matt said.

“I still really enjoy living at the pub, but it is getting harder and harder because the days get longer and longer.

“It was great fun when we were kids because we weren’t open on Sundays. Bec and I would do things like play 8-ball with our

friends, but now we can’t shut Sundays. The opening hours are much longer and there are so many aspects to the business with bars, dining rooms, gaming rooms and bottle shops.”

“The Brien’s eight decades at the Alberton Hotel rivals some of the longest pub tenures in the State.”

CONSTANT CHANGE

Despite living and working in the one place all his life, Peter Jr is also no stranger to change.

“Even in the time since I became involved, everything has changed so much,” he said.

“When I started, the doors shut at 6pm during the week, we would shut the doors on Saturday evening and not open until 9am on Monday morning.

“If we did that now, we just wouldn’t be in business.

“In the early days it was all beer and very little wine or spirits, and even then in a place like Alberton it was too expensive.

“Then we went to 10pm closing, then midnight, then 2am, and we also had the changes such as when women were introduced to the front bar, opening on Sundays, opening at night and also pokies.”

One thing that Peter Jr hopes never changes is his Christmas tradition.

“This year I will celebrate my 75th Christmas at the Alberton Hotel, I have never done anything else and never want to,” he said.

Brien family lunch to celebrate the 80th anniversary.



GLORY YEARS

By the time Peter Jr took over as full licensee from his father it was 1987, an era when the Port Adelaide Football Club won nine SANFL premierships in 12 seasons (from 1988 to 1999). With the Alberton Oval just 700m down the road he said it was “one heck of a time” for the club, the hotel and the region.

“There had always been a wide cross section of people that drank in the pub, ‘wharfies’, Holden workers, accountants, footballers, cricketers; Port Adelaide was a very lively centre back in those days,” he said.

“When Port played at home it used to be a massive day so we would see plenty of different people come through.

“In the early ‘90s we had the National Cricket Academy stay at the pub and we had a young Shane Warne and Justin Langer with their 10 cricket mates board upstairs. They were a bit of a handful but good blokes.”

With the famous “prison bar” guernsey donning the walls and a splash of teal complementing the white and black façade, the Alberton Hotel is a classic Port Adelaide hotel. However, Peter Jr said they also pride themselves on their Asian dishes, as well as their traditional schnitzels, beers and burgers.

SERVICE TO THE AHA|SA

The Brien’s contribution to the hotel industry is almost as impressive as their tenure at the Alberton Hotel, with Peter Snr, Peter Jr and Matt combining for 63 years service on the Australian Hotel Association SA council, holding various positions.

Despite the inability to celebrate the hotel’s anniversary this year in their preferred fashion due to the Covid-19 pandemic, Peter Jr said he couldn’t be prouder of his family and their involvement with the Alberton Hotel.

While his father dealt with the rigours of WW2-inflicted rationing of beer and other supplies he said COVID-19 was probably the

“In the early ‘90s we had the National Cricket Academy stay at the pub and **we had a young Shane Warne and Justin Langer...**”

hardest challenge the Alberton Hotel had faced in its history, at least in the last 80 years.

“Dad said things were pretty tough post-war with the rationing of beer and other things. Pubs had to close for a couple of hours during the afternoon but never like what we had to deal with for 10 weeks,” Peter Jr said.

“I am so proud of the way Matt and Rebecca handled it. They didn’t stop trading for one day, they flicked from serving meals in-house to immediately turning to take-away options.”



Despite the unfortunate timing with the ongoing restrictions, hotel staff organised a small gathering to celebrate the 80-year milestone, but there are plans in the works to host an “80 plus one” event next September.

“A milestone like this makes you think the family must have done a few things right in the hotel industry during that time,” Peter Jr said.

“It gives me a lot of satisfaction, we have endured a lot of ups and downs, but we survived and that’s the main thing.

“I am very proud that my son and daughter have taken on the management and are passionate about keeping the Brien name going in the hotel industry.

“But I am still the best barman in the pub.”



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TO THE HOSPITALITY INDUSTRY



The Goody Park Hotel: Relationships Are Everything

Before COVID-19, business was booming at Adelaide's Goody Park Hotel. On March 23, however, they had to dismiss all on-premise trade to comply with the new lockdown regulations.

Like other businesses, they introduced a takeaway food menu to stay afloat, and close ties to suppliers helped them negotiate new payment terms. Still, profits plunged 90%, forcing Director Matt Rogers to stand down the majority of his staff.

A longtime BankSA customer, Matt could count on them for support. "We've always had a great relationship with BankSA and our Relationship Manager Andrew Hicks – they understand our business," he said.

In addition to deferring their loans, BankSA refunded merchant facility fees, provided extensions on overdrafts and discounted interest rates, which Matt said helped their business remain viable.

"They were very quick to react to the closure, offering deferrals of loans with a lot of repayment flexibility, which was critical for managing our cash flow."



Matt's grateful for the support the hotel has received during this time, and with trade steadily increasing, he is once again hopeful for the future.

Coopers Rebrands Session to Pacific

Coopers Brewery has announced that Session Ale is being renamed as Pacific Pale Ale, with the new branded cans to be available nationally from late October 2020.

Coopers Marketing and Innovation Director, Cam Pearce, said the new look would help make Pacific Pale Ale more distinguishable to consumers seeking a summer-style beer.

"It's still the same great tasting beer in a blue can but with a new name that we feel better reflects its position in the growing craft beer category," he said.

"We launched Session Ale in late 2017 and it quickly established itself as a popular drink among craft beer enthusiasts. Since then the perception of the overall Session Ale category has evolved to now be more reflective of a mid-strength beer while Pacific has become identifiable with a style reflecting refreshment, flavour and fruitiness.

"So to better align with its category and reflect its refreshing, tropical flavour profile, we've changed the name to Pacific Pale Ale."

Pacific Pale Ale is a refreshing naturally conditioned ale with tropical fruit notes and an aromatic hop character making it the ideal beer to enjoy the great outdoors, a bonfire with friends or a night out at the local pub. It is brewed using Galaxy and Melba hop varieties that produce a fruity, easy-drinking summer style beer, with a golden straw colour and an alcohol level of 4.2%.

Pacific Pale Ale will be sold in can format in six packs and cartons from all good bottleshops and available on tap at your favourite local.

Coopers Brewery is a six-generation family owned company and Australia's largest Australian-owned brewery. The Coopers family has been making its famous ales since 1862.



Covid-19: Learning From Overseas Experience



[Click here to view the recording](#)

IDEA → STRATEGY
SUCCESS ←

No business exists in a bubble and there is a wealth of knowledge to be gained from working with peers in the hotel sector.

For those publicans looking for an extra edge, the experience of hoteliers overseas is of interest.

The Cornell Center for Hospitality Research has a free recording of Reopening European Hotels: The Recovery and Investment Landscape.

Learn from Cody Bradshaw (Starwood Capital Group),

Kimberly Coari (Hilton) and Adam MacLennan (PKF hotelexperts Ltd.) as they discuss:

- reopening strategies
- which customer segments will come back first and why
- what the recovery may look like
- potential hotel investment opportunities
- valuations and underwriting in the context of various components of the European lodging market structure

Best of Luck to Philip Bocock



Philip Bocock

Philip Bocock retired on 16 October 2020 after more than 28 years' involvement in South Australia's gaming machine Industry.

Originally at the Adelaide Casino, Philip then started as a service technician with the first SA gaming service company, Bull HN.

From there he rose through the ranks to finally end his career as Head of Technical Services SA/NT for MAX.

Under Phil's leadership, he helped build a very successful service team that continues to look after 80% of the South Australian market, all of the Northern Territory and the Crown Casino in Perth. He achieved this while overseeing company

takeovers from Tatts Group and, more recently, from Tabcorp, with MAX being the gaming service arm of Tabcorp.

We would like to wish Philip and Chris all the best for their future and hope they enjoy their retirement together.

LIGC Charity Golf Day

The 2021 LIGC Charity Golf Day will be held on Monday 8 February 2021 at Grange Golf Club.

Team registrations are now open and sponsorship options are available.

To enter or for more information, contact Robbi Tims on 08 8232 5066.



Competing for the Food Dollar

A post-lockdown bounce has been great for many hotel restaurants and bistros but it's also true that COVID-19 has accelerated the take-up of home delivered takeaway food. This means more competition for the food dollar.

Google enlisted research company Kantar TNS to investigate how Australians are making decisions amongst a wide array of options. Some of this research can help shape how hotels market their food offerings.

AHA|SA silver sponsor and digital solutions provider, [Boylen](#), dissected the findings.

THE FIRST THREE KEY POINTS:

1. People are searching with the term "food near me" – it has risen by 97% in a year
2. Most searches are from a phone
3. It's an impulse purchase, with most decisions made within an hour.

BOYLEN SAYS THIS MEANS:

- You need to rank for the right search terms on Google, Bing etc. You don't "guess" your key orders, you base it on prior history. So don't guess your keywords.
- If your patrons hate the phone version of your website, imagine what potential new customers think! Give people a five-star phone experience.
- If you advertise, aim for the times when demand is high because people make decisions "in the moment". The downside is that there will be fierce competition for Google Ads in these timeslots, against the likes of KFC, McDonald's, Domino's etc. - so the price of the keywords will be higher. You may need some expert advice to keep your costs down, without reducing impact.

Google says: "In those impulsive moments of intent, digital-first strategies and seamless online experiences will be crucial for brands to stay top-of-mind with hungry consumers."

THREE MORE FINDINGS:

1. People want food ordering to be a simple digital experience. That's why people use food delivery apps like UberEats, Deliveroo and Menulog.
2. The younger the user, the more likely they are to use one of these apps. The older they are, the better chance you have of them booking direct with your venue.
3. Loyalty is low for people who use apps.

BOYLEN SAYS THIS MEANS:

- Focus considerable attention on how people place a digital order with you. It needs to be a Formula One car, not your uncle's old Holden.
- For direct bookings, have at least one campaign running that aims at people aged over 45.

- You have to fight for repeat business
- You have a chance to woo customers away from the takeaway outlets near you

Google says: "Give Aussies a reason to order directly from your restaurant – a fast, well-designed website and app with easy navigation works wonders – and promotions and loyalty programs are a great way to encourage return visits."

RANKING WELL FOR GENERIC SEARCHES IS CRITICAL

1. People say they know what they want – but in reality, most of them don't. 61% of searches are generic and this continues to grow.

BOYLEN SAYS THIS MEANS:

- You need to know what the relevant *generic* keywords are (don't guess)
- Focus your spend on these search terms
- If that becomes too expensive (see the next section), look for secondary generic search terms that give you a good return on investment.

Google says: "When Aussies turn to search, their attention – and appetites – are up for grabs. In fact, one in five undecided Aussies discovered a new food brand they hadn't previously considered while searching for ideas."

DIRECT ORDERS NEED TO BE SLICK

1. People are impatient. They choose apps like UberEats because they are fast and easy to use.
2. Apps for individual hotels and restaurants are often slower and clunkier, and therefore they are used less frequently.

BOYLEN SAYS THIS MEANS:

- If your website ordering function is slow, you will lose customers.
- Benchmark yourself against the market leader for a store app – it's Domino's.
- Because most people order via mobile, use the likes of [Accelerated Mobile Pages](#) and [Progressive Web Apps](#). You will need your web development company to action this for you.

Google says: "Invest in solutions that make online ordering as fast and smooth as possible."

INTERESTED IN READING MORE?

The report is entitled *The Path To Purchase For Quick-Service Restaurants: How Mobile And Digital Technology Are Reshaping Aussies' Meal Times* and [available to view here](#).

ROI from Digital Marketing

Does your digital marketing provide a quantifiable return on investment (ROI)?

To know your ROI, you have to decide on the metrics that are important to your organisation. In other words, you need to get the right data.



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How Your Website Influences Trust, Which Influences Success

A website's design has a big impact on trust – and therefore its success or failure. 94% of people say they will leave a website if the design does not inspire trust.



[Click here to read more](#)

Keys to a Successful Digital Pivot

“Pivoting” has become a buzz word in 2020 but success is less about “pivoting” from one business to another and more about changing how you sell your product to consumers.



[Click here to read more](#)

Digital is Defying the Recession. Are You Getting Your Share?

People often say “follow the money trail” and the ongoing increase in digital advertising spend gives you clues about how to allocate your marketing budget.



[Click here to read more](#)



West End Brewery Closure

October 14 was a sad day for all, with the announcement that Lion revealed plans to close the West End Brewery in June 2021.

In a statement, the company said: "This is a sad day for the West End team, Lion and South Australia.

"West End has been operating well below its full production capacity for some time now and unfortunately this is no longer viable. We have come to this proposal as the best way to ensure we have a sustainable brewing network for the future.

"The Australian beer market has been in long-term decline for the past decade as Australian drinkers choose other beverages, like wine, over beer. Per capita beer consumption has dropped around 20% in this time.

"Our input costs have continued to rise against this backdrop of declining volume, and a further drop in draught beer sales as a result of the pandemic."

The company went on to say that "around a third of our existing team would remain in South Australia under this proposal across sales and sponsorship roles.

"We acknowledge West End's 160-year history. We are a proud supporter of sports at all levels - sponsoring many competitions and teams in SA including the SANFL, the Strikers and the Redbacks – and of the pubs and clubs that bring communities together.

"We are committed to doing all we can to see as many of our events and traditions continue and working alongside our customers during this difficult period as they recover from a very challenging year."

REMEMBERING THE GLORY YEARS

West End will leave SA with many great memories. This Hotel SA story, on page 34 of the December 2019/January 2020 issue, contains many wonderful highlights, [view story here](#) ↗.

"This is a sad day for the West End team, Lion and South Australia."

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8 Ways to Reduce Your Hotel's Kitchen Costs

ARTICLE COURTESY OF 1834 HOTELS, WHICH POSTED THIS ARTICLE TO LINKEDIN.

Whether it is a bistro, steakhouse, rooftop bar or fine dining restaurant, the food and beverage arm of your hotel operation is an important profit maker, but mistakes and mismanagement can be costly. From the cost of goods through to staff wages, it isn't hard to lose a grip on things and have your kitchen costs spiral.

Each year we manage millions in food and beverage sales across our group of Australian hotels, motels and resorts. We've found that the hotel manager or head chef can often lose track of the cost of goods or wages, eating away the precious profit margin.

The good news is it's never too late to start turning the ship around. Proper menu costing, inventory management, business intelligence tools and reports can help to reduce the cost of goods, wasted staff hours and wasted food.

Here are eight tips on how to reduce your hotel's kitchen costs and put you back on the path to profit.

#1 ANALYSE THE RESTAURANT DATA

The best place to start is with your food and beverage data. Gather any statistics around daily takings, expenses and costs of goods, staff rosters and whatever else you have on hand to gain visibility over the situation. Next, analyse the numbers to find any savings by answering questions. Do the wages and cost of goods outweigh profits?

If you find your food and beverage venues lack data, start collecting it. Even data collected over just a week or two is better than none. Monitor the ins and out, swings and roundabouts of busy periods and quiet patches and how much wasted food returns on plates. Are there any patterns? Wasted staff hours?



#2 FIND THE MOST POPULAR AND LOW MARGIN DISHES

Now you have the data, dive deeper into the menu. Your chef should understand how to build a good profit margin into each dish, and the hotel manager needs to be across exactly what it costs to create each dish and what the profit is.

Look at your restaurant numbers to find out the most popular dishes and least popular dishes. Also look at the most expensive and cheapest in terms of the cost of goods. Find a way to replace or ditch any meal that lands in the least popular, least profit quadrant. If it exists for a reason – such as for a vegetarian or gluten-free diet – ask your chef to design another dish or change the price.

Review whether your less popular dishes use goods that expire quickly. If so, are these goods being sent to the bin frequently? For the most popular dishes, question if you are making enough profit on the meal. Would adding a dollar or two make a huge difference to the consumer or – importantly – your annual takings?

This sounds like a lot of analysis to complete, managing the expenses and cost of goods on across your menu is where the profit is made or lost.



#3 ARE YOU OVER STAFFING?

Staff wages are a huge but critical expense for any business. While analysing the numbers, consider if you are over staffing certain shifts or certain hours. A menu should be built around the kitchen and staff capacity. Creating a menu that doesn't consider the functionality of the kitchen or requires plenty of prep time can be costly.

Balance your rostered staff against the number of customers passing through and look for places to make savings. Could casual wait staff start an hour or half-hour later on certain days? A small change made one day can make a huge difference when multiplied across a year.

Effectively managing staff wages and rosters is one critical factor to ensuring profitability. Cross training staff and splitting shifts across the restaurant and hotel floor is one way to maximise an employee's use. Often a hotel manager doesn't have the time to execute a strategic rostering system to reduce expenses. This is one place where we can definitely help.

#4 REDUCE YOUR FOOD WASTE

Take a deeper look at how your kitchen and staff process perishable goods. Are there systems and processes in place to avoid food waste? If your chef is ordering too much food and doesn't have a solid stock-taking system? Then it's almost certain your hotel is throwing money in the bin.

We recommend every kitchen requests that more than one staff member conducts a stocktake every single week, rather than monthly. Yes, it's more work and staff don't find it super enjoyable, but a frequent stocktake has many benefits. Beyond avoiding food wastage, we have seen chefs change and upgrade their pantry organisation systems to make the stocktake quicker and more efficient plus it reduces the chance of theft as stock is checked on more.

The other way to reduce waste is to keep checks on your head chef. Wastage often leads back to a menu with no strategy behind the ingredient use. Yes, a good chef deserves the freedom to get creative in the kitchen, but they also need to understand menu strategy and control in purchasing. If a chef has more than 100 perishable ingredients at their disposal, then there will be wastage.



#5 DESIGN YOUR MENU BY THE NUMBERS

We've touched on it briefly already, but one way to reduce costs in your hotel kitchen or bar is to design the menu with clear visibility on the cost of produce and goods. For many chefs creativity comes first, but a good chef will understand how to have fun and turn a profit. After all, any restaurant is a business.

When a new menu is created, the chef and manager need to strategically plan, document and analyse the cost of goods for every single dish on offer. Of course it goes one layer deeper than just purchase price. Strategic use of ingredients will save money too.

Ask or challenge your chef to preference using similar ingredients across a number of dishes, prioritising non-perishable goods or goods with a longer shelf life, to balance the use of expensive and cheap ingredients and to create dishes that require little prep or the similar prep to other dishes. Less prep equals less wasted staff hours!

Once the puzzle of costing dishes and balancing ingredients is done you can determine the profits. Make sure dishes with a high cost of goods make a proportionate profit. Lower cost dishes can have a lower margin so long as they are high volume.

It's a balancing game that sounds complex but doesn't need to be. We have a system that provides a breakdown of each dish by ingredient cost and supplier percentage, plus it incorporates supplier codes and recipe instructions. What's great about this system is it gives chefs full visibility and control, but also allows the general manager to track and understand the menu detail.



#6 SWITCH SUPPLIERS

One way to save money on the cost of goods is to call around. Just like phoning up your insurance company yearly, shopping around for other suppliers – even if you don't intend to change – can save you money. It's important to know what the market rates are and it doesn't hurt to ask for an additional discount on goods or delivery.

The other way to save money with your suppliers is through group buying power. We work with 20 individual, independent hotels across Australia and combined we use our weight to ask for group rates that would be impossible without our numbers. If you want to get in on our group buying power (and other, even better benefits) then get in touch.



#7 MEASURE YOUR MARKETING ROI

Giving your restaurant, bistro, pub, fine diner, bar or bottleshop a separate identity and name is a brilliant way to increase the venue's appeal with locals in your area. But often a separate name and identity means a whole separate website and social media channels. More platforms means more work.

Don't question whether or not you should be marketing your hotel restaurant and bar (spoiler: you definitely should be). Instead question whether the marketing activity you're undertaking is making a difference or just chewing up cash.

Analyse how much time and money is being spent upkeeping your social platforms and whether the pages are getting the results you want. Look at the engagement rate of recent content, how often you are posting and whether the fanbase is growing or staying stagnant. On the website, make sure Google Analytics is connected and view traffic statistics and the source.

Don't be too quick to throw in the towel. If you aren't seeing the ROI you expected, try mixing things up in two-week blocks and then measure and compare results. One fortnight you could try doubling down on your ad spent and pulling back on organic content. Another you could try maximising organic content but mixing up the copy and images. Digital marketing is often about experimenting to find what works.

#8 GO FOR A PRE-DESIGNED RESTAURANT SOLUTION

After having worked with dozens of hotels, motels and resorts to improve their business operations, we quickly saw a large knowledge and skills gap when it came to strategically designing and managing a restaurant or bar.

If the idea of designing a fully costed menu with recipes, finding and dealing with suppliers, planning operating and stocktake

procedures, fitting out a fresh space and creating slick branding and marketing materials – while also running a hotel – sounds overwhelming then look for a pre-designed restaurant solution.



Using our industry knowledge gained over decades we created Angus & Co Bar & Grill brand, a ready-to-go commercially structured food and beverage solution we created solely for hotels, motels and resorts in Australia.

We offer the platform at no charge to hotels under our management. Whether they choose to roll out the whole **Angus & Co brand** or white list and enjoy the strategic benefits of a costed menu and smooth operations, we've frequently seen sales and performance increases of more than 200%. That's not to mention the stability of cost of goods and controlled wage costs too.

Going the DIY restaurant route is a lot of work and while creatively rewarding it can take some time to see profits (if you're doing it right from the get-go).

Whitelisting is a happy medium where hotels can design their own unique brand but still use our full menu (designed by a celebrity chef) with food costed and recipes and training included, and the operational structure with key suppliers, group buying power and stocktake and other standard operating procedures outlined.

Here at 1834 Hotels we specialise providing hotel operators with clear visibility and ongoing analysis of a venue's costs and expenses. Keep on top of costs and managing expenses is often where the profit is made or lost within the hotel business. **If this sounds familiar and you need help, please reach out** – we'd be more than happy to chat.

SATC CEO Outlines Current Tourism Strategy

BY RODNEY HARREX, SOUTH AUSTRALIAN TOURISM COMMISSION CEO



Leading up to the dual crises of 2020, South Australia's visitor economy was reaching record-highs. In December 2019, the

industry not only reached – but exceeded – its December 2020 target of \$8.0 billion, when it hit \$8.1 billion in visitor expenditure with more than 40,500 directly employed.

Of course, a lot has changed since then. The visitor economy – and indeed the economy generally – is in one of the most severe contractions on record. While we are seeing some positive domestic travel, the restrictions on international borders continue to hit the sector hard.

The events sector is another important part of our economy that is really struggling. While some can pivot the way they are delivered, other events are just not possible to hold safely anymore. It's a whole new environment for all businesses to operate in, and we need to look at the

way we run our events across the country. The new COVID normal rules means that mass gatherings are clearly out. Seated patrons, traceable guestlists, managed crowds and modified interactions between people are the new way to do things.

It also means major events – like concerts, festival and community gatherings – have to change. Last week, the South Australian Tourism Commission made the difficult decision to not go ahead with the Superloop Adelaide 500.

It wasn't a decision we made lightly. It was based on a number of factors, namely the impact of COVID-19 on one of the biggest event-builds in the state and the inability to recoup costs in a pandemic.

The high level of uncertainty around the ability of the event to proceed in 2021, the likely impact on the event for both the consumer and commercial market, and the long-term decline in our core motorsport fan, were key factors. We certainly understand it was an event loved by South Australians for over 20 years. Our challenge is now using the repurposed Superloop Adelaide 500 funds to secure and support a mix of ongoing and one-off events, continuing to drive visitation to – and economic benefit for – South Australia. Creating jobs and growing our visitor economy is critical as we move forward towards a very different event and festival landscape.

We also announced that Santos Tour Down Under will not go ahead in 2021. Cycling will however still be present in the

streets of Adelaide and regional South Australia, with a smaller domestic cycling festival to take its place in January 2021, which we hope will drive intrastate – and increasingly interstate – visitation. Details about the new reimagined event for cyclists and for our communities will be outlined shortly.

Despite some of the challenges we face, I remain optimistic. Our tourism sector was in a record position - pre bushfires and pre COVID. We have an incredibly strong, incredibly innovative and incredibly passionate tourism industry.

An enormous amount of work was undertaken to get us to those record-highs – and it was an absolute credit to all 18,000 tourism businesses we have in South Australia.

Late last year, hotel bookings in Adelaide hit the highest in the past decade. South Australian tourism was booming. Interest and investment in South Australia from a number of international hotel brands is testament to the strength and diversity of our tourism sector.

Over the last year, plans for 25 new hotels were announced for metropolitan and CBD Adelaide. By late 2020, Adelaide will have an additional 800 new rooms as a result of new hotel developments opening their doors. That is good news for South Australia. There is a long way to go, but we are seeing the first green shoots of the recovery, and I know South Australians will rally together to bounce back.



Low.

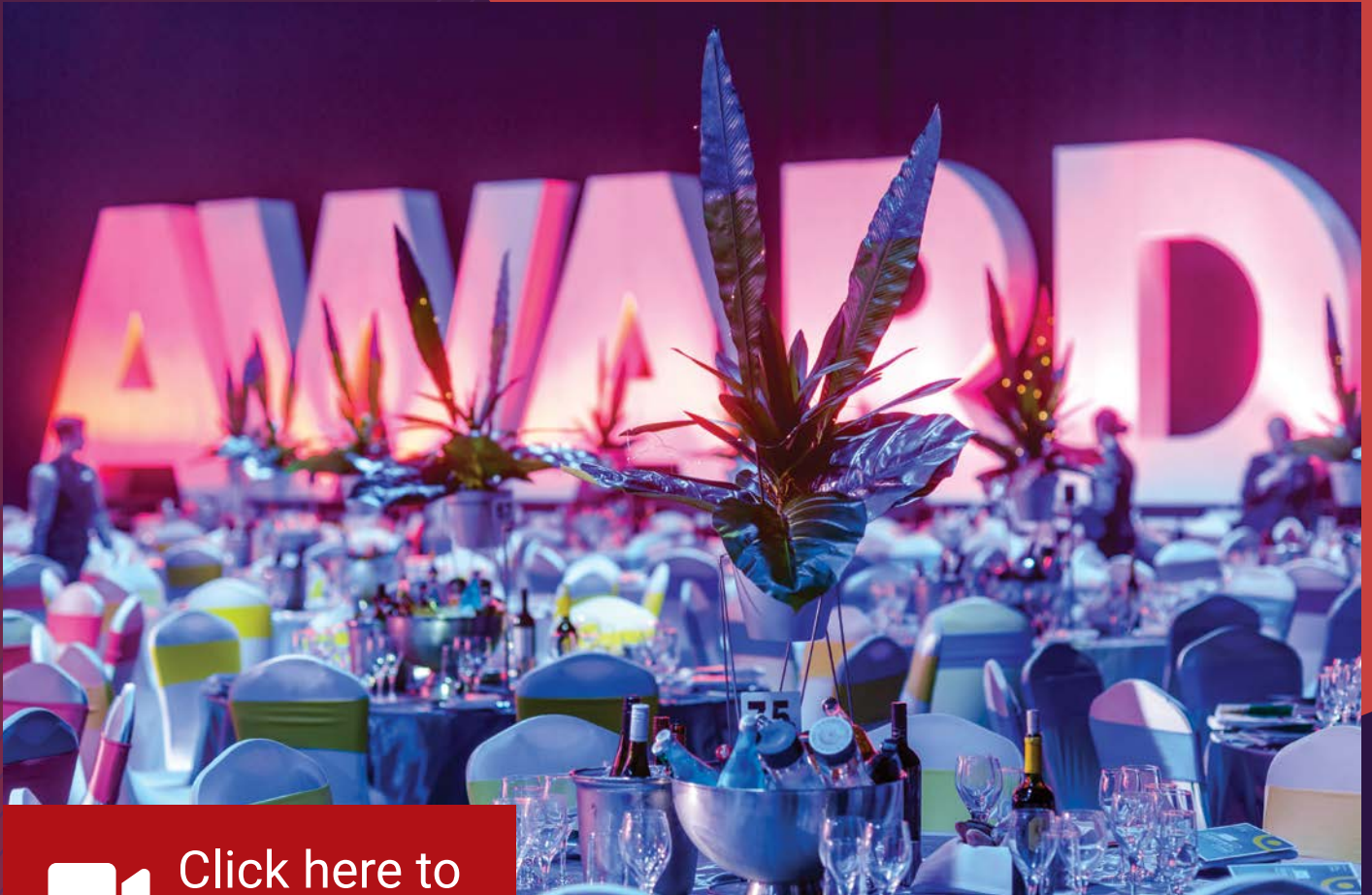
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*Source: APRA Annual MySuper Statistics June 2019, issued 18 December 2019. Top 10 MySuper options based on total assets under management. Administration fees comparison using SuperRatings SMART fee calculator as at 30 June 2020 based on super account balance of \$50,000.
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Click here to
watch video

Watch the highlights from the 2019
Awards Gala.

Winners of the AHA|SA Awards for Excellence will be announced at the annual Gala Dinner being held at the Adelaide Entertainment Centre on Tuesday 9 February 2021. Those successful in specific categories will automatically become a finalist in the AHA National Hotel Awards to be announced.

NEW 2020 CATEGORIES

- Chef of the Year
- Front of House Employee of the Year – Accommodation Division
- Front of House Employee of the Year – General Division
- Employee Excellence in Service – Accommodation Division
- Employee Excellence in Service – General Division

HOTEL
INDUSTRY

aha|sa
Australian Hotel Association (SA)

2020

AWARDS FOR EXCELLENCE

SAVE THE DATE

9 FEBRUARY 2021
ADELAIDE ENTERTAINMENT CENTRE

For all awards queries contact Lucy Randall 8100 2441 or
lrandall@ahasa.asn.au

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ACCOUNTANCY SERVICES

Bentleys SA 8372 7900
LK Accounting Services 08 8395 4870
Perks Accountants & Wealth Advisors
08 8273 9300
Winnall & Co. 8379 3159

ATMS

Banktech/Maxetag 1800 08 09 10
Cardtronics 03 9574 4878
Next Payments 1300 659 918

ARCHITECTS & INTERIOR DESIGNERS

Studio Nine Architects 8132 3999

AUDIO VISUAL

Big Screen Video 1300 244 727
Novatech Creative Event Technology
8352 0300

BACKGROUND MUSIC

Foxtel Music 1300 148 729
Moov Music 1300 139 913
Zoo Business Media 07 5587 7222

BANKING & FINANCE

Bank SA 8424 5536
Perks Accountants & Wealth Advisors
08 8273 9300

BEER DISPENSE EQUIPMENT

Andale Hotel Services 8234 0388

BEVERAGE GASES

BOC Limited 0424 647 568
Supagas 8252 7472

BEVERAGES

Accolade Wines 8392 2238
Asahi Premium Beverages 8276 4888
Australian Liquor Marketers 8405 7744
Carlton & United Breweries 8416 7819
Coca-Cola Amatil 8416 9547
Coopers Brewery 8440 1800
Diageo Australia 8245 9300
Empire Liquor 8371 0088
Lion 8354 8888
Liquor Marketing Group 8416 7575
Options Craft Liquor Merchants 8346 9111
Pernod Ricard Australia 8208 2400
Samuel Smith & Son 8112 4200
Treasury Wine Estates 8301 5400

BOOKKEEPING

Liquor Legends 0429 825 072
LK Accounting Services 08 8395 4870
Perks Accountants & Wealth Advisors
08 8273 9300
Winnall & Co. 8379 3159

BUILDING EQUIPMENT/SUPPLIES/ HARDWARE

Bunnings Group 0435 630 660

CLEANING SERVICES

Agile Group 1300 964 007
Smart Cleaning Services 1300664647

CLEANING SUPPLIES

Bunzl Hospitality Supplies 8245 6200
Clean Life 08 8124 7380

ENERGY

Class A Energy Solutions 8391 4853
Energy Action 1300 553 551

Power Maintenance 1300 700 500
Trans Tasman Energy Group 1300118 834

FACIAL RECOGNITION TECHNOLOGY

COMS System Ltd 04 21 341 261

FINANCIAL PLANNING

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08 8273 9300
Winnall & Co. 8379 3159

FIRST-AID

St John 1300 360 455

FOOD SERVICES

Bidfood 0427 099 558
Galipo Foods 8168 2000
Holco Fine Meat Suppliers 8162 8400
International Oyster & Seafoods 8231 6441
PFD Foodservice 8114 2300
Wills and Daniel 8260 7776

FURNISHINGS

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GAMING ANALYSIS

Independant Gaming Analysis 8376 6966
LK Accounting Services 08 8395 4870
Winnall & Co 8379 3159

GAMING LOYALTY

Banktech/Maxetag 1800 08 09 10
Bluize 1300 557 587

GAMING MACHINE SERVICES

Ainsworth Game Technology 0409 171 616
Aristocrat Technologies Australia 8273 9900
GBay 0409 673 778
Global Gaming / Maxetag 0408 462 321
IGT 8231 8430
Independant Gaming Analysis 8376 6966
Konami Australia Pty Ltd 0409 047 899
Scientific Games 8340 1322
Statewide Gaming 0448 076 144
MAX 8275 9700

GAMBLING SERVICES

The Lott 132 315
UBET 8354 7300

GIFT CARDS

The Pub & Bar Card 1300 375 346

HOTEL BROKERS

McGees Property Hotel Brokers 8414 7800

HOTEL MANAGEMENT

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

HYGIENE PRODUCTS & SERVICES

Clean Life 08 8124 7380

INFORMATION SYSTEMS/SITE PREP

Max Systems 8275 9700

INSURANCE

Aon Risk Solutions 8301 1111

I.T. PRODUCTS & SERVICES

Boylen 8233 9433
Cloud Apps Technology 8463 1000
Vintek 1300 001 337

KITCHEN & BAR EQUIPMENT

Andale Hotel Services 8234 0388

Bunnings Group 0435 630 660
Stoddart Manufacturing & Food Service
Equipment 0427 106 103

LEGAL SERVICES

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

LOYALTY & REWARD SYSTEMS

Liquor Legends 0429 825 072

MARKETING & COMMUNICATIONS

Social Media AOK 0413 469 938

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
LK Accounting Services 08 8395 4870
Winnall & Co. 8379 3159

POS SYSTEMS

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Bluize 1300 557 587
Cloud Apps Technology 8463 1000
Liquor Legends 0429 825 072
H&L Australia 1800 778 340

PROMOTIONAL PRODUCTS

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Knight Frank Valuations & Advisory SA
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Liquor Marketing Group 8416 7575
Urban Cellars 0429 825 072

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DNA Security Solutions 1300 667 688

SPORTS & ENTERTAINMENT MEDIA

Foxtel 1300 138 898

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Maxima 8340 7766
Migration Solutions 8210 9800
Perks Accountants & Wealth Advisors
08 8273 9300
St John 1300 360 455

SUPERANNUATION

HostPlus 8205 4965

WEBSITES

Boylen 8233 9433

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2020/21

DIAMOND

PLATINUM

Tabcorp

GOLD

SILVER

Agile Group

Boylen

InDaily

Options Wine Merchants

Ainsworth Game Technology

Bunnings Group

Independent Gaming Analysis

Samuel Smith & Son

Australian Liquor Marketers

COMS System Ltd

Konami Australia Pty Ltd

Scientific Games

BankSA

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Smart Cleaning Solutions

Class A Energy Solutions

LK Accounting Services

Statewide Gaming

Clean Life

Maxima Training Group

Studio Nine Architects

Cloud Apps Technology

HOTEL INDUSTRY SUPPORTER

Vintek

HOTEL	LOCATION	DATE GRANTED	NEW LICENSEE
Hotel Boston	Port Lincoln	10.09.20	Perks Group Hotel Pty Ltd
Criterion Motel – Hotel	Quorn	21.09.20	Carpe Diem Hotel Group Pty Ltd
Pier Hotel	Milang	07.10.20	Grant F. Condo



Hotel Boston, Port Lincoln



Criterion Motel - Hotel, Quorn



Pier Hotel, Milang

WELCOME TO OUR NEW MEMBERS

Atlantis Lounge & Bar	Burra Hotel	Presidential Motel	Pirate Life Brewery
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OFFICE HOLDERS



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OVER 30 METROPOLITAN AHA|SA MEMBER HOTELIERS ATTENDED THE FIRST 'FACE TO FACE' REGIONAL MEETING SINCE MARCH AT THE MARION HOTEL ON TUESDAY 20 OCTOBER.

The presentation conducted by AHA|SA CEO Ian Horne, and Gaming Care Executive Director Anna Moeller, covered critical information for the hoteliers in the areas of restrictions on licensed venues, gaming and other matters.

The hoteliers were then 'keenly' joined by a large group of AHA|SA corporate partners to enjoy an informal network in the 'secret garden' adjoining the meeting room.

It was a great afternoon at the newly renovated Marion Hotel. Thank you to Anna Hurley and her team for hosting us on the day.

We look forward to a more normal format of networking events in 2021. A planner of the 2021 AHA|SA Events will be shared with members in November.





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

T: 08 8100 2499 **F:** 08 8232 4979

E: INFO@GAMINGCARE.ORG.AU

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