

Hotel SA

The Official Publication of THE AUSTRALIAN HOTELS ASSOCIATION (SA branch) December 2017/January 2018

Boylen + aHa|sa
Australian Hotels Association (SA)

FLIGHT OF THE FEATHERS





merry christmas



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FROM THE PRESIDENT

PETER HURLEY AO – AHA|SA PRESIDENT

ELECTION 2018

We are rapidly approaching an election like no other in our history.

The AHA is, and has always been, apolitical. However, we unashamedly support those who engage with us to reduce harm by alcohol abuse and gambling and generally don't seek to harm our industry.

Our current Christmas campaign actively encourages people to vote for those who do not endanger the jobs of the 26,250 South Australians we employ.

It follows naturally that if our workers jobs are secure, so are our members' businesses.

Rex Jory, to his great credit, is the first opinion columnist to extensively list the issues that SA Best needs to disclose.

Rex pointed out that we don't have much idea what SA Best really stand for.

He asked that they announce which major party they would support to form Government.

He asked whether SA Best members must vote for their leaders' personal policies, or whether they will have a free vote?

He very reasonably insisted they release detailed policies on tax, on debt, on size of public service, on education, on health, on cost and reliability of electricity.

Who would they appoint as Treasurer and Attorney General. Do they support the introduction of a Carbon Tax?

The column concluded that as a major force, SA Best must confront some hard questions.

And let us know their proposed solutions.

Just keeping the majors honest doesn't cut it any longer given their lofty ambitions.

Our polling is suggesting some people think that disruption in politics is somehow a

meritorious thing, but the business community knows different.

Disruption creates uncertainty, disruption creates instability, disruption can wreck industries that will never be recovered.

Make no mistake, anything other than an outright majority by either major party would mean great uncertainty and would be a terrible outcome for decisive government for SA.

An uncertain Government, with a balance of power held by some other third party, or an individual, would be disastrous for business confidence and therefore investment and therefore growth of the economy and jobs!

AIR B&B

The AHA position on Airbnb is in sync with the SA Tourism Industry Council.

That is, unregulated accommodation providers avoid obligations such as disability access and facilities, taxes such as Land Tax, income tax, GST and payroll tax because they employ no one.

Increasingly cities around the world are recognising that too many operators are commercial in their intent, and hide behind the facade that Airbnb is really just mum and dads (the Darby and Joans) renting out their spare room now that the kids have moved out!

Darby and Joans and the vacated kids bedrooms are not the issue!

Our concern is that if the current model remains **unchecked**, it will undermine investor confidence, cannibalise markets and ultimately cost real jobs.

This weekends Australian newspaper carried a column on Airbnb, which stated: "I worry about a push to force buildings zoned residential only to accept holiday lets of entire apartments"

It pointed to website AirDNA, which reveals that the biggest Airbnb host in Australia grossed \$5.3m last year.

Ordinarily I would have no inclination to quote the anti-business John Faine from ABC Melbourne. The interview with the Public Policy manager Brent Thomas from Airbnb is the exception.

Some snippets:

- "the bottom line is that companies like yours are predators and parasites.
- "You want the benefits of operating in a country like Australia but you don't make a contribution and you make life hell for your neighbors.
- "You don't pay company tax and you make money in Australia and you don't pay anything back"

So, I repeat.

Airbnb:

- owns no hotels
- has never invested in hotels
- has never built any Hotels
- employs no one in Hotels
- is registered for tax purposes in Ireland thereby avoiding the level of corporate tax paid by domestic operators.

It's a problem.

MERRY CHRISTMAS

As 2017 draws to an end, I wish you a Merry Christmas and a happy and healthy 2018.

Peter Hurley
AHA|SA President



AHA|SA LAUNCHES PRE-ELECTION CHRISTMAS CAMPAIGN

IAN HORNE – AHA|SA GENERAL MANAGER

In anticipation of the 17 March 2018 State Election the AHA|SA launched in November a major hotel industry campaign that focuses on the jobs of the 26,250+ people we collectively employ and the pubs that employ them.

This included a 60-second and 30-second pre-Christmas campaign commercial that creates a very positive image for the hotel sector, emphasising the jobs but leaving a political message. The filming of the advertisement incorporated some 10 hotels and their various staff....no actors!

The TV advertisement and digital video and Facebook activity started on Sunday 19th November and will run through until Christmas.

A '**Parmy Army**' radio advertisement commenced Thursday 23 November in line with the first Ashes Test and again focuses on the 26,000+ jobs and the pubs/hotels that support them.

The cinema presentations incorporating the 60-second commercial started from 30 November.

These are supported by print in The Advertiser/Sunday Mail, with the print schedule going through until Christmas.

In the print advertisement, we feature Rebecca Barnes from the Strathmore Hotel (a real employee) and Rebecca is wearing a badge "**My Job. My Pub.**" We are distributing 15,000 badges to hotels. This will form part of engaging our staff in the campaign and educating them as to the serious consequences of this coming election.

The brief for this campaign was for a positive portrayal of the hotel industry that is entertaining, featuring employees and emphasising the number of jobs we support every week year-round.

Finally, they send a political message without directly engaging with any party or candidate that we are looking for pro hotel industry policies that support jobs.....26,250 of them!

THE COMING ELECTION

AHA|SA membership is about **preserving** and **enhancing** the worth of your business investment within the prevailing political and economic environment of the State.

The AHA|SA track record of achievements is impressive by any standard **BUT** will be tested in 2018.

With the State Election looming, and the rise of the Xenophon "SA Best" Party, in 2018 the AHA|SA will be taking on the biggest challenge in decades on your behalf.

What will SA Best demand? Apparently demands will be 'realistic and fair' (ABC 891). They will include implementation of the Productivity Commission recommendations of 1999 & 2010.

They will include the Productivity Commission's recommendations of a decade ago!

- \$1 Bets
- Reduce hourly losses by slowing down EGMs

There is nothing 'realistic and fair' about these proposals! The AHA|SA has done some preliminary analysis and it looks like this."

The analysis estimates that a very conservative 38% reduction in NGR could



lead to a fall in Earnings Before Interest and Tax (EBIT) of 54% for hotel venues.

If NGR was to fall by only 30%, the impact on EBIT may be closer to 43%, whilst a more realistic outlook of a 45% reduction in NGR could impact earnings by 69%.

It is likely that such a dramatic impact on earnings would force hotel operators to seek to remodel their venues and to source alternative revenue (e.g. increase food and beverage or retail bottle shop sales).



However, this is likely to prove challenging at best for several reasons, including:

- Increasing spending being redirected to online gambling
- difficulty in growing the market due to near stagnant population growth in South Australia and hotels competing with an explosion in new liquor licensees
- difficulty in increasing retail revenue due to market dominance of major supermarket brands
- prohibitive level of investment required and the attitudes of financiers including banks
- the hotel's capacity to remain viable with such dramatic revenue losses.

Obviously, a reduction in profitability will also translate directly into reduced cash flow.

Importantly, such a significant and permanent fall in earnings will result in a reduction in value of the hotel businesses. This will prove problematic and, in many cases, catastrophic for venues as they attempt to maintain their borrowing levels within their bank's acceptable Loan to Value Ratio.

A fall in NGR will, of course, result in a significant reduction in gaming tax being collected by the State Government, perhaps in the order of \$130 million or more, while consumer spending not otherwise redirected into consumption within Australia (that

generates no State tax income) will result in less GST revenue for the Commonwealth for ultimate distribution to the states.

The possibility of significant job losses within the industry is real. The most vulnerable will be regional and country pubs and those with higher borrowings.

Of course, the obvious impact will be on business confidence not just in hotels but across industries and what will be left of the 26,250 + South Australian men and women we employ.

The AHA|SA will do all we can to avoid the chaos and madness a 'hung parliament' will bring but every hotels and club needs to explain to their staff and their customers what the consequences for the State could be.

ROBERT (BOB) FOORD

Sadly, a great South Australian and tourism entrepreneur passed away suddenly and unexpectedly on Tuesday 12 December.

Bob had over 35 years' experience in the private sector in Australian and international businesses. He had extensive Board experience and has chaired government and private sector boards within Australia and overseas. Robert joined the Adelaide Football Club Board in 2010.

In 1982, he established the Proud Australia Group of Companies, which expanded to become one of Australia's leading tourism operators.

Bob's board experience includes the South Australian Tourism Commission, Adelaide Entertainment Centre, Hockey SA, Indonesian Humanitarian Organisation/ The John Fawcett Foundation, Australian Rainforest Foundation, Australia's Tourism and Transport Forum and ATEC.

Bob was committed to many charitable causes, including his role on the Crow's Children's Foundation and as Director of Still Aware.

His current roles included:

- Chairman, Proud Australia Group
- Chairman, Quality Training Group
- Adelaide Football Club
- Chairman, Travel Auctions Australia
- Director, All Kids Cambodia
- Chairman, Eckermann Group Advisory Board
- Chairman, National Wine Centre
- Director, Still Aware

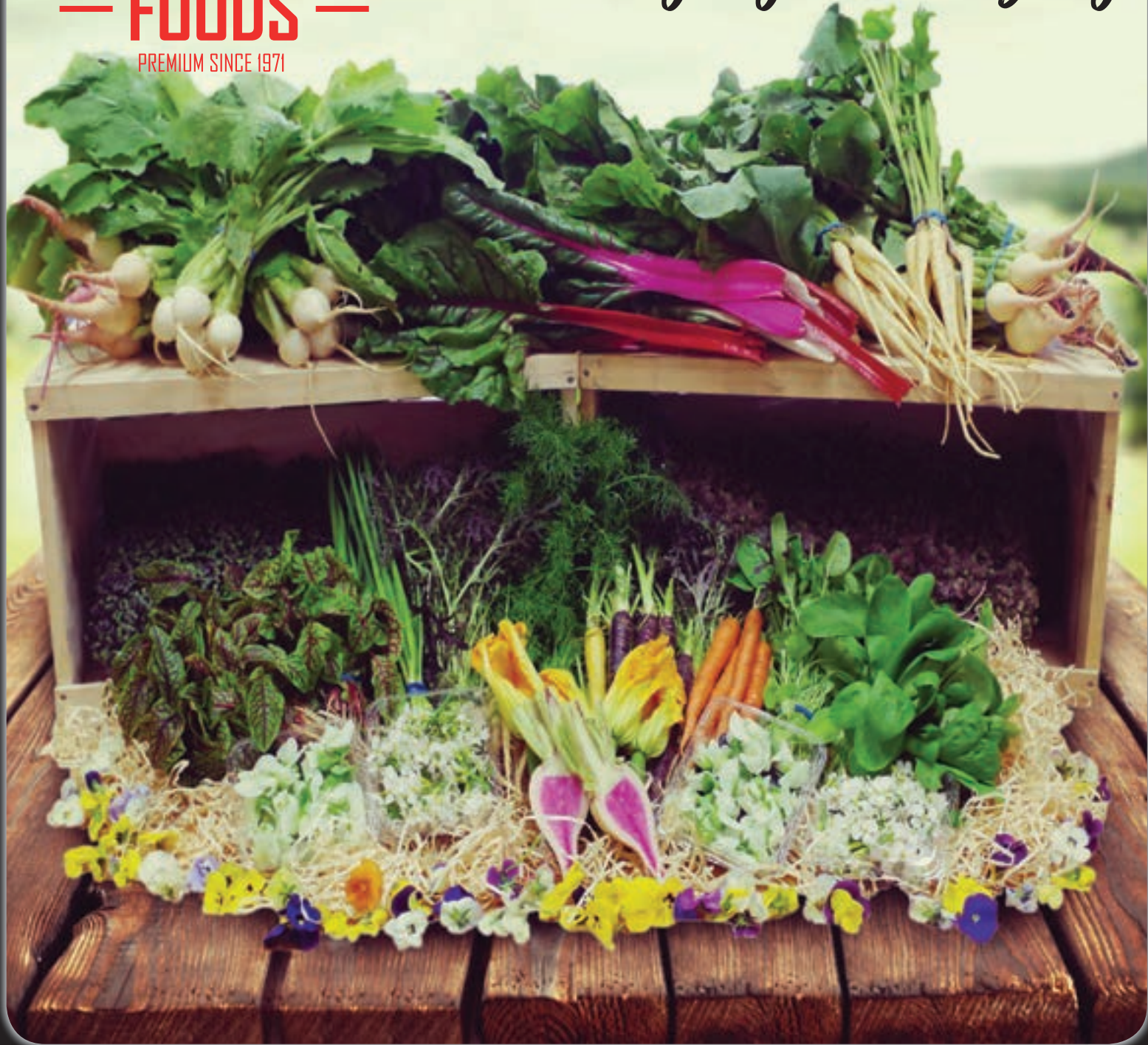
Our deepest sympathies to Sheryn and family at Bob's passing.

Ian Horne
AHA|SA General Manager

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The image shows the exterior of a restaurant named 'Feathers Terrace'. The building features a red brick facade and a dark grey metal awning. A prominent sign above the entrance reads 'FEATHERS TERRACE' in white, with 'FEATHERS' in a sans-serif font and 'TERRACE' in a larger, italicized serif font. To the left of the entrance is a dark grey column with a decorative capital. The entrance consists of large glass doors and windows. Through the glass, an outdoor dining area with metal chairs and tables is visible. A large white feather logo is etched onto the glass. The sky is clear and blue, suggesting a bright day.

FEATHERS *TERRACE*

FEATHERS CROWNED AMONG
AUSTRALIA'S BEST



The cream always rises to the top – and so it was for the newly renovated Terrace at the Feathers Hotel when it was judged the best outdoor area in Australia at the 2017 AHA National Awards for Excellence.

The \$10-million, multi-stage development is a masterpiece of contemporary design that offer patrons a sophisticated and inviting destination.

From the beautiful open spaces and natural stone, right down to the herringbone parquetry and eye-catching Kindle heaters, the Feathers oozes quality.

Stage one of the redevelopment involved relocating the bottleshop and development of the Feathers Pavilion. The award-winning Terrace comprised stage two and required a substantial shutdown period.

Work on the final stage will start in March, culminating in a larger restaurant which will take the hotel's capacity to 600 at the end of 2018.

Matthews Hospitality Operations Director, Shaun Matthews, paid tribute to the team involved in capturing the national award.

The vision for the hotel was driven by a collective of the third generation of the Matthews family. Several family members play a key role within the organisation to make this project a reality including Brett Matthews (Chairman), Lisa Matthews (People & Culture), Scott Matthews (Operations) and Ward Matthews (WH&S).

"We worked extremely hard to establish what we believed was the best outdoor facility in Adelaide, so to receive the national award is testament to the dedication and efforts the team has put in over the last few years."



RENOVATIONS

The Feathers is a stunning success and a perfect example of the risks taken by South Australian hoteliers.

Having only had a slight makeover on its 21st birthday, the hotel had remained untouched since opening and was well overdue for a facelift.

The Feathers Terrace – which was opened soon after the hotel's 50th birthday in July 2016 - has the capacity for over 400 people, with 50 in the Saloon Bar. The brief for Folland Panozzo Architects was to reinvigorate both, incorporating outdoor areas as feature 'backdrops' to the bars and as destinations in themselves.

By moving the bottle shop to the rear of the hotel, the drive-through lanes coming off Glynburn Road provided space for the development of the Terrace. The southern wall of the existing building was partially demolished to open onto the outdoor area, without compromising the appeal and integrity of the Georgian-styled building.

Having only had a slight makeover on its 21st birthday, the hotel had remained untouched since opening and was well overdue for a facelift.

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The interior areas include panelling and highlights, brass, copper, marble, herringbone parquetry, accent and feature lighting, together with a restrained colour scheme, and an appealing mix of furniture.

The external materials palette includes high levels of texture including stonework, cobble paving, exposed red brickwork, render, upholstery, timber soffits and decks. This is further softened and enhanced by lush planters, an outdoor fireplace and a range of designer furniture.

The use of festoon lights, pendants and wall sconce lighting plays an important role in creating a warming and festive mood of light-and-shadow.

The key focus within the Feathers Terrace is the 130-inch mega screen on the Eastern side which acts as a centrepiece for the area and can be viewed from almost every point.

Large retractable and louver roofs enable versatile cover across the seasons, while extensive internal and external landscaping and large ceiling fans help to provide a sophisticated 'colonial' reference in keeping with the hotel's rich history.

The result is versatile and sophisticated, with broad patron appeal.

"We have installed a state of the art audio system, Vintec wine fridges, extensive local and imported wine and craft beer list plus 12 beer taps in each bar. With the inclusion of live music Friday and Saturday nights plus Sunday afternoons it has made the Feathers Terrace the perfect venue and space no matter the occasion," said Shaun.

An area of the lower Terrace is a designated outdoor smoking area, with its own exit access.

Another outdoor area on the northern side of the main building acts as a 'bookend'.



THE PAVILION

During the extensive renovation work, much of the hotel was closed, with The Pavilion providing food and beverage options. Sitting at the southern end of the site, it now offers “something with a difference” to the hotel proper. It has a skillion roof theme extended as a point of architectural difference to the hotel, which coupled with baffled translucent roof and vibrant contemporary décor, exudes a ‘Pavilion’ feel. The Pavilion offers patrons breakfast until 3pm, specialty coffee and an extensive lunch and dinner menu featuring pizzas, small plates for sharing and larger contemporary dishes

Was the intention to build an award-winning hotel?

“It was never our number one goal. The goal is to have a successful business and to be successful you have to get to the quality and consistency required of an Award-winning hotel,” said Shaun.

General Manager, Andrew McDowell, who joined The Feathers in mid-2017, says “contemporary can be cold but not at The Feathers. It is warm and inviting and as a result it appeals to a broad demographic.”

The hotel's demographic had aged over time but the new development has brought back younger people. Today's clientele encompasses families, retirees, young professionals and 18-35 year olds.

ALL-WEATHER FACILITY

No matter the weather, the Feathers Terrace has been equipped with state of the art temperature controls and features. Internal air conditioning within the Terrace Bar can be easily adjusted via a building automation system including gas heating and evaporative cooling.

The radiant gas heating is extensive throughout all areas of the Terrace and can be timed to start at any stage of the day. The lower Terrace also features a gas fireplace which helps to create a warm ambience for guests. Inclusions of stylish outdoor Kindle Heaters



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ensures staff can move heating as required by customers, whilst still keeping with the overall design of the venue. Blankets are also readily available for all guests during the colder months.

An ideal balance of covered and uncovered areas, with some areas covered with retractable or adjustable roofs, allows for adjustments to suit the weather and desired ventilation. Large ceiling fans help to promote natural air flow within the summer months, and misting fans are used on warm days.

KITCHEN AND FOOD

"The new kitchen is very different to the original kitchen, which was set up for a carvery of 60 people," said executive chef Chris Esson.

The main kitchen was fully rebuilt for optimum workflow and includes state of the art appliances. A Josper Oven has been installed and a new style of pizza oven is being shipped from the USA to keep up with demand.

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This is paired with a focus on high quality South Australian produce ... and the results are reflected in the positive online reviews of the food. The Terrace Bar Menu offers pub classics including multiple burger and schnitzel choices paired with healthy salad options, all of which can be tailored to certain dietary requirements.

Customers can share smaller "Sociables" dishes as well as larger "Friends" platters.

"We're one of the best priced hotels for the quality we produce; it really is very reasonable," said Chris.

"We just seem to be getting better and better and we have had a run of record weeks.

"We still have so much to offer."

The range of wines on offer is also noteworthy, thanks to the appointment of Clinton Lucas as a sommelier, who also advises on the range in the bottleshop.



From concept to completion Folland Panozzo Architects are proud to be associated with The Feathers Hotel.



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STAFF

Staff numbers have doubled to cope with demand. Andrew McDowell has been working to ensure success and rising patronage does not compromise the level of service and sophistication required of an award-winning hotel.

"To achieve a consistently high standard you need to have good people," he said.

Lisa Matthews, Head of People and Culture credits the success of the venue to the emphasis of the organisation on staff retention. "There are a broad range of advantages working with the Matthews group and our staff understand they are not just working for a paycheque. We offer a supportive environment, the opportunity to gain training and experiences they could not get in other jobs, there are great opportunities to advance quickly and the skills are transferable."

FAMILY LEGACY

The Feathers was opened in 1966 by the Matthews Hotel Group, a Australian family owned business operating for over 75 years.

"The new look Feathers has taken a great deal of collective effort and vision. As part of the third generation of the Matthews family, we are looking at ways to bring the fourth generation into our organisation and continue our legacy."

"My grandfather Seymour Matthews had a particular style in the sixties and seventies and now the new Terrace ties back to the original building. You can see the transition.

"The new look Feathers has taken a great deal of collective effort and vision. As part of the third generation of the Matthews family, we are looking at ways to bring the fourth generation into our organisation and continue our legacy."

"I feel we are upholding the heritage and legacy of the family."

Matthews Hotels also own and operate in metropolitan Adelaide the Maylands Hotel, Buckingham Arms, Mansfield Park Hotel and in the South East the Park Hotel, South Eastern Hotel, Mount Gambier Hotel, Colhurst House B&B and the Eyre Hotel in Whyalla.

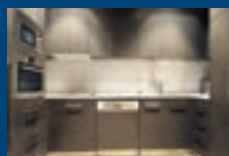


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SA STATE ELECTION MARCH 2018

by Wendy Bevan, AHA|SA Manager - Government Relations & Policy

The next State election is just three months away. Between now and then there is the busy 'silly' season with Christmas and New Year's Eve, the 'lazy' days of January followed by "Mad March" with the hazy heat-filled Fringe Festival, the Adelaide Festival of Arts and Womadelaide.

It is absolutely no accident that elections are fixed for March. Nothing provides the general public with a sense of optimism more than 'vibrancy', warm sunny days, humming city streets, sunny beaches and full hotel beer gardens. Optimistic people are more likely to be more forgiving of sitting governments.

Opposition parties are of course less pleased with the timing of State elections as it is harder to get traction with a critical news story or even a strong policy statement.

It is also one reason why an unexpected power failure can be such a political problem. Not only does it bring people back to reality but it also gives Oppositions something immediate to focus on and to finally get an opportunity to be heard about real issues that will matter *after* the election.

Issues which include high power costs, the need to get and retain good skilled staff, penalty rates, business taxes and a stagnant population in South Australia. It is these issues that the AHA|SA continues to bring up with politicians.

The AHA|SA is an a-political organisation. It does not universally support one political party over another. Regardless of who is in power the AHA|SA works with all sides of Government and all parties to fight for the best outcome for our Industry.

Hotel SA

It is the AHA|SA's job to cut through all this obvious politicking and to look closely at the policies, intentions and attitudes of each political party towards the hospitality industry. The AHA|SA then only supports those who treat the hotel industry with respect and who both understand *and* value the social and economic contribution that the hotel industry makes to South Australia. This includes:

- Direct employment for more than 26,000 people
- An annual payroll of more than \$958 million
- More than 12,000 1 to 5 star accommodation rooms
- More than \$445 paid in taxes, levies and rates
- Contribution of \$4,015 to Gross State Product
- Hosting 84% of live music gigs
- Contribution of more than \$664 in total capital expenditure
- \$1.23 billion in annual purchases, mostly from local suppliers.

At present the ALP holds 24 seats outright in the 47 seat House of Assembly plus has the allegiance of Independents Brock and Hamilton-Smith, taking total seats to 26 and allowing it to govern.

As happens after each election since 2014 the seat boundaries have been reviewed and redrawn, with the result that based solely on the results of the last election, 'in theory' a Liberal party would win with 27 of the 47 seats - rather than the marginal ALP win of 2014.

But a lot has changed since 2014 and for a number of reasons the same voting patterns cannot be assumed.

Prior to the March 2018 election thirteen of the current politicians will retire, seven from the Labor Party (ALP) and six from the Liberal party. Another Liberal member has resigned and will likely stand as an Independent in Mt Gambier.

At the very least the resultant flood of new candidates, even in safe seats, may change voting patterns as personal loyalties to long-standing members of major parties no longer apply.

In fact, a June 2017 Galaxy poll based on the newly drawn boundaries indicated a close 24/23 Liberal party win rather than 27.

Add to this the unpredictable intentions of swinging and undecided voters who have the power to change the outcome (this is where election timing and the last minute optimism of a buoyed community comes into play) and the outcome of the election is murky and unpredictable.

And this is before factoring in the SA BEST party, led loudly by the freshly-resigned-from-the-Senate and charismatic Nick Xenophon.

The arrival of Nick Xenophon's SA BEST party – and the announcement by Xenophon that he himself will contest the House of Assembly seat of Hartley – changes the political landscape of the March 2018 dramatically. Xenophon has also announced he intends to run up to twenty candidates in twenty seats which is almost half the lower house.

The seat of Hartley and the overall election is now very much a three-horse race.

Foreshadowing the likelihood of an SA BEST challenge, in the middle of June 2017 the AHA|SA conducted independent polling which suggested SA BEST could win a number of lower house seats.

This would mean a hung parliament with Xenophon having balance of power.

The AHA|SA would much prefer a definitive win by either party than a marginal and potentially disruptive or paralysed government – and a minority party having undue and significant influence on policy positions that will affect SA hotel and hospitality businesses and the economy more broadly.

Both major parties have announced their public positions with respect to a possible SA BEST balance of power. The Liberal party stated they would not work to form a coalition with SA BEST and that voters must vote Liberal if they want a liberal government. The ALP adopted an, outwardly, pragmatic 'let the democratic chips fall where they may' attitude. It must be assumed however that if it meant winning government, both majors would negotiate with Xenophon before they would hand government to the other.

But what would a hung parliament and SA BEST balance of power mean to the Hotel Industry?

Both major parties have said they don't plan to change the gaming industry. But at the end of the day if SA BEST had balance of power it is hard to believe they wouldn't do whatever it takes to retain or gain a role in Government.

Xenophon himself has stated publicly that he would take a 'pragmatic and realistic' approach to gaming, with the implication that he has softened his approach. That is as may be however, even these 'sensible' changes would have a dramatic effect on hotel industry viability. Imagine \$1 maximum bets, a reduction in EGM functionality and, potentially, mandatory pre-commitment and the removal of EFTPOS machines.

Industry knows the huge importance of gaming to many in the hotel and club sector. Gaming income pays for staff, musicians, the exorbitantly high power costs and capital investment.

In the lead up to the March election the AHA|SA has a deliberate strategy to reinforce the huge value of our industry to South Australia.

We have launched our positive print and media campaign 'My job in my pub'.

The AHA|SA is undertaking economic modelling to assess the financial impact of policy changes to the viability of its member businesses. We are meeting with candidates from the major parties to, at every turn, emphasise the need to value the hotel industry and that ANY policy position which hurts the viability of the hotel industry will have a much broader negative impact on South Australia.

A downturn in business or increased costs will mean some hotel businesses would inevitably be forced to close with the obvious flow on effects to the broader community, supplier businesses, staff and employment.

Hotels currently host more than 84% of all live music gigs. SA has been named a UNESCO City of Music and in November 2017 Lonely Planet named Adelaide as Australia's live music city. Any policies which hurt hotel businesses would hurt live music, and musicians.

The March 2018 election is a critical one and will be pivotal for the hotel industry. The outcome will influence policy and business in this State for the next decade and beyond.



PRESIDENTS CHRISTMAS LUNCH

Over 300 guests attended the President's Christmas Lunch held on Tuesday 5 December at the Adelaide Convention Centre. The traditional wrap up event for the year was a great success and had many politicians, business owners and special guests in attendance, including the Premier Jay Weatherill and Leader of the Opposition Steven Marshall. The highlight of the lunch was the keynote address delivered by retiring AHA|SA President Peter Hurley AO.









HARM MINIMISATION – PROTECTING PATRONS AND INDUSTRY

It is now well recognised that for a small percentage of people, gambling can become a problem. The latest study into gambling prevalence rates in South Australia shows that just under 70% of South Australians gamble at least once a year, and although 0.6% of people are classified as problem gamblers a further 2.5% are classified as moderate risk gamblers.

Previous studies on the harm caused by problem gambling have focussed on the financial loss to an individual or their immediate family, or the cost of gambling treatment services to the community. However, it is true that the harm from gambling can manifest in many ways, including health concerns, fewer leisure activities, effects on education and employment, critical incidents, fewer social engagements, and psychological concerns in addition to financial harm. Further evidence suggests that gambling related harm is not limited to the 0.6% of people classified as problem gamblers, but that moderate risk and in some cases low risk gamblers may experience one or more of these harms at some time.

It is also important to recognise that harm is not limited to the gambler alone, but may be experienced by a spouse, other family members, friends and colleagues. In some cases, a gambler may be unaware of the harm that their gambling is causing others as the experience of the gambler may be very different to that of their family and friends.

While gambling can and does have many benefits, such as providing a social outing or entertainment, for some people the harm suffered through gambling exceeds the benefits they may have received as gambling is no longer playing a positive role in their life.

Governments and Gambling Help Services alike around the country have in recent times started to move away from phrases such as 'Gamble Responsibly' when looking at ways to address problem gambling and instead are taking a harm minimisation approach. In effect, this means to look at those moderate risk gamblers and identify whether any safeguards or messages can be put in place to reduce the risk of these people developing gambling problems.

There seems to be general acceptance that the term 'Gamble Responsibly' is often misinterpreted by the general public and by venue staff alike. Many have indicated that it suggests that if you experience difficulty with gambling you have been irresponsible with

your money which then leads to further stigma and a reluctance to seek help. Others have indicated that the term suggests there is one simple solution to avoid developing a gambling problem, and that is to be responsible when you are gambling. The term is in fact an oxymoron as gambling is an inherently risky activity as there is always a greater chance of losing funds than of winning. How do you undertake a risky activity in a responsible manner?

The move away from advising those people with gambling problems to 'Gamble Responsibly' and towards a harm minimisation approach for all gamblers means a shift in focus not just for regulators and law makers, but also for venue staff and licensees. While it is still vital to assist patrons who identify as problem gamblers to seek help through counselling or self-exclusion, it is also important to focus on those moderate and low risk gamblers who may not yet be experiencing a problem with their gambling but may be suffering harm in some form, be it regret they have not spent sufficient time with their children or have not socialised with friends due to spending more time gambling than they intended.

One way that the South Australian hospitality industry has been at the forefront of harm minimisation is through Gaming Care, the Hotels Responsible Gambling Early Intervention Agency. Gaming Care works with all South Australian Hotels with gaming machines to reduce the harm caused by problem gambling by working collaboratively with venue staff, Gambling Help Services, and other Government and Non-Government Community Service organisations.

Recent research in South Australia has shown that gaming patrons are generally unaware that staff are able to provide assistance or offer options to reduce gambling harm. Most patrons believe that the only option available to them if they begin to experience difficulty with gambling is to be barred from the gambling venue and therefore they are reluctant to discuss their gambling with venue staff, as they are concerned they will be barred from the premises.

Gaming Care's early intervention model, in which staff receive training on how to recognise indicators of potential gambling harm and approach those patrons for a discussion around their behaviour not only ensures venues comply with the reporting requirements of the Gambling Codes of Practice but helps to normalise discussions around difficulty with gambling. Often referred to as a hospitality approach, by making themselves familiar with patrons and building



In some cases, a gambler may be unaware of the harm that their gambling is causing others as the experience of the gambler may be very different to that of their family and friends.

up a rapport these patrons feel more confident in discussing any harm they may be experiencing with staff. Gaming Managers and Employees are then able to suggest options to patrons that may help in preventing further harm such as limiting their time or spend at the venue which can often be managed through pre-commitment facilities.

Further research has shown that providing behavioural feedback to gamblers about how their gambling may be causing harm to themselves or to others can empower them to make informed decisions about their play. Gaming staff are able to observe gambling behaviour in real time, noting changes in a patron's mood

and appearance as well as any changes to time or money spent gambling, and through the reporting process document the patrons behaviour and record any follow up action to be taken. This provides the unique opportunity for staff to provide customised feedback to patrons on their behaviour that the patron can then consider and make informed decisions about how to proceed. For example, if there have been multiple reports that a particular patron has appeared distressed while gambling, staff may approach the patron for a chat and advise that the patron has not appeared to be enjoying themselves while gambling at the venue. The patron can consider this information, reflect on whether they are no longer having fun, and decide whether gambling less frequently may help them to enjoy visiting the venue again.

Early intervention and harm minimisation is not about prohibition of gambling – instead the focus is on limiting any future harm by helping patrons to gamble within safe limits. Gaming Care continue to encourage and support venue staff through education and training regarding recognising problem gambling indicators and provide assistance in accurately documenting patron behaviour. The aim is to provide staff with confidence and skills required to engage directly with patrons who are showing indicators of potential problem gambling behaviour so they may intervene early and refer the patron to a gambling help service or offer other support options if required.

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



OUTDOOR COMPETITION HEATS UP

Competition is fierce in the outdoor sector for hotels.

No longer confined to a beer garden, now we see rooftop bars, under-utilised laneways and access roads being converted into al fresco areas, courtyard renovations and balconies given an extensive facelift to make them a destination in themselves.

For a successful operation, the balance is between aesthetics and functionality.

The Feathers (featured in this issue) won the award for Best Outdoor or Non-enclosed Facility at the AHA|SA Hotel Awards, with judges noting its “open modern design and welcoming feel ... popular all-weather area which is comfortable and inviting (which) interacts with the surrounding hotel and creates a flow between the spaces.”

The following are some ideas to make sure your outdoor offering is as good as it can possibly be:

- First impressions count and if the elements have taken their toll on your outdoor furniture, it's time to upgrade. Maintenance of furniture will ensure you maximise its life.
- Choosing furniture is critical, as it needs to reflect what you are trying to achieve with the area. The options are limitless – benches, wicker, formal tables etc – and many pubs are electing to go with a variety of furniture for flexibility. The furniture can be moved around to suit different occasions (and seasons).
- Temperature is a major factor. Summer calls for a balance of sun and shade, as well as temperature control devices. So sails, fans, umbrellas, retractable awnings all come into the mix. Misting fans can be great on a hot day but positioning is key if you are serving food – and so it doesn't mess with hairstyles!
- In winter, fixed heating that is easily operated is critical, as are portable heating units – and training staff on how to operate them, as well as how to position them for maximum effect with different crowd numbers.
- Have you considered tabletop heaters? Or blankets?
- Think carefully about the al fresco menu. In summer, this will generally be lighter for an outdoor setting. Salads with the option of adding meat or fish are a smart idea.
- There are many rules and regulations, and you need to be able to keep sightlines open for security reasons. However, don't lose the fun!
- Good sightlines also helps with crowd psychology, as people are generally better behaved when they know they can be seen.
- Consider adding music outdoors. You may need to get advice from an acoustic expert. The music may also bleed from inside, in which case sliding doors may be necessary.
- Adding new lights? Make sure you achieve the right ambience for different times of the day. Also bear in mind the impact on neighbouring properties.
- Make sure your kitchen exhaust isn't blasting outdoor diners.
- Ceiling fans help keep away airborne pests, while reducing air temperature – or circulating warm air from a fire pit. Fans also make it harder for mosquitos to hone in on humans.
- Insect-repelling plants are also a good idea for outdoor areas – and they add to the outdoor look and feel.



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BUILDING A SAFER CHRISTMAS ON THE RIVERBANK!



Christmas is just around the corner, and the Christmas Riverbank Display on the banks of the West End Brewery will open to the public on Monday 27 November.

The most important works have been completed on the Adam Street side of the riverbank by SA Water which has ensured a safe thoroughfare for both pedestrians and cyclists to journey to the site and witness this year's display, but more so 24/7 journeys along this strip.

While meandering along Adams Street, there will be some enhanced lighting along the riverbank trail that will ensure the safety of visitors to the display.

Additionally, there will be reduced speed limit to 25km/hour during busy times of the display especially from the school holiday period of 15/12/17 to at least 26/12/17 thanks to the Department of Transport.

Jason Baily, Field Sales Director for West End Brewery says "as we enter our 58th year of bringing smiles to over 4 generations of families in SA, it is important to understand the significance of keeping the public safe while visiting the display.

"We thank all agencies – SA Water, Department of Transport, Charles Sturt Council, SA Police, West Torrens Council, Adelaide Entertainment Centre, Kennards Hire and ATF Fencing – for their continued support in keeping the area safe for our viewing public," Jason Baily said.

It is mandatory that all public are aware of crossing Adam Street at the designated traffic / pedestrian lights at both Port Road and Manton Streets to ensure that maximum safety is provided for the visitors to the display," Mr Baily said.

The event will run from Monday 27/11/17 till Tuesday 2/1/18 inclusive from 4pm to 12midnight daily.

The public are asked to review any 'show' nights at both the Adelaide Entertainment Centre and also Hindmarsh Stadium (soccer), so that they are not caught out with limited parking to the display on these evenings.

For Further information, please contact Robbi Tims 0418 834 823.

Artist / Event	Date	Time
ADELAIDE ENTERTAINMENT CENTRE		
Alt-J	Tuesday 5 December	8pm – 10.30pm (approx)
Culture Club	Thursday 7 December	6.45pm (start) – 10.30pm (approx)
Adelaide 2017 Invitational Bull riders	Saturday 9 December	7pm – 10.30pm (approx)
The Weeknd Star Boy World Tour	Monday 11 December	7.30pm – 10.30pm (approx)
SOCCER – HINDMARSH STADIUM		
Adelaide United V Sydney FC	Friday 1 December	7.20pm – 10pm (approx)
Adelaide United V Central Coast	Tuesday 26 December	7.20pm – 10pm (approx)
Adelaide United V Brisbane Roar	Saturday 30 December	5.05pm – 8pm (approx)



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HOTELS SHINE AT TOURISM AWARDS



Several Members were recognised with awards at the 2017 South Australian Tourism Awards.

Best Standard Accommodation was won by the Marree Hotel, situated at the fork of the Birdsville and Oodnadatta Tracks.

Judges commented: "The hotel's ethos is to cultivate a reputation for first class hospitality and customer service.

"The Marree Hotel's Strategic Plan was to turn the hotel into a destination experience and this has been achieved by transitioning from a reluctant one night stay to a destination of choice for guests now staying two to three nights – TripAdvisor is testimony to this achievement.

"The Marree Hotel work closely with like-minded businesses in the region to attract and increase visitor numbers – and to whet their appetite to come back for more!"

The award for Luxury Accommodation was presented to The Playford MGallery by Sofitel, on North Terrace." Offering an opulent blend of classic style and contemporary luxury, the Art Nouveau ambience flows throughout all 182 beautifully appointed guestrooms, studio spa suites and New York style loft suites," judges said.

"Guest facilities include a fully equipped health club with indoor heated pool, spa and sauna, business centre and laundry, all of which are accessible 24 hours a day. Located nine kilometres from

Adelaide International Airport, The Playford is ideally situated with the central business, shopping and restaurant districts all within walking distance."

The Outstanding Contribution by an Individual award went to John Culshaw, the founder, owner and operator of the Majestic Hotels group, incorporating five accommodation hotels across South Australia and employing 138 South Australians. As a volunteer Board Director of the Adelaide Convention Bureau for the past four years, John has been able to offer a unique perspective to the organisation's tourism focus and willingly shares his market and operational intelligence to benefit the industry.

"John's strong network and 'common sense/commercial' approach made a significant contribution to the establishment of a Convention Bid Fund, aiding conversion of conventions for Adelaide and contributing to the two most recent expansions of the Adelaide Convention Centre," said judges.

"Personally, the investment made by John into the local industry has been enormous, with not only a focus on diverse products in Adelaide, but also incorporating a \$10m investment in regional South Australia with the Port Augusta property, Oasis Apartments.

"John's vision has ensured Majestic Hotels provides the Adelaide accommodation/tourism market with a diverse range of products, cementing a truly sustainable business (30 years) in a market that is ever growing and evolving."

2017 INVIGORATE

TUESDAY 17-WEDNESDAY 18 OCTOBER 2017
ADELAIDE ENTERTAINMENT CENTRE

The Australian Hotels Association SA annual Hospitality Industry Forum and Exhibition 'Invigorate' was held in October. The event was rebranded and was a free 'Trade Only' event designed to identify, embrace and adapt to the changing landscape of hospitality in South Australia.

Along with the new brand, the event had a new format with a selection of robust industry panel discussions run within an exhibition of innovative hospitality suppliers. Panel sessions topics included Gaming, Business DNA, Marketing & Technology, Human Resources and Catering for the Modern Consumer.



INVIGORATE

Usually only exhibiting on the east coast of Australia, the major gaming suppliers participated in this SA event. Innovative hospitality suppliers along with leading food and beverage suppliers were also on show.

Twelve hotel finalist cooked off in the final of the famous SA Pub Burger Challenge, supported by Holco Fine Meat Suppliers, with the Moseley Bar & Kitchen taking out the honours.

The event was supported by Australian Hotels Association SA, Clubs SA and Restaurant & Catering.





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WOMEN IN HOTELS CHRISTMAS FUNCTION

Over 120 hoteliers and sponsors attended the Women in Hotels Christmas networking event held at the Cathedral Hotel, North Adelaide.

The traditional raffle raised \$1500 for Junction & Women's Housing conducted at the Women in Hotels Christmas event on Tuesday 21st November. These funds will be used to buy homemaker goods for the women in emergency accommodation across South Australia.

The collection of items for Junction was also incredible, with over 10 laundry baskets full of essential items that will be distributed amongst the residents for Christmas. A wonderful gift for these women that have little. The AHA|SA and WIH are incredibly proud to support this worthy cause. Thank you to our amazing sponsors for supporting the raffle and the event.

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ONLINE REVIEW MANIPULATION ATTRACTS COURT'S IRE

If you have someone else responding to bad online reviews, do you know if they are exposing you to legal action?

The Federal Court recently found a hospitality group engaged in misleading or deceptive conduct in connection with the posting of reviews of its properties on TripAdvisor.

The Court found that Meriton Serviced Apartments took steps to prevent guests it suspected would give an unfavourable review from receiving TripAdvisor's 'Review Express' prompt email. Meriton did so by:

- inserting additional letters into guests' email addresses provided to TripAdvisor so that the prompt email never reached the guest, or
- not sending guest email addresses to TripAdvisor.

"The Court found that Meriton, at the direction of management, deliberately implemented a strategy to minimise the number of negative reviews its guests posted on TripAdvisor," ACCC Commissioner Sarah Court said.

"In reducing the chances of a customer posting a negative review, Meriton created a more positive or favourable impression of the quality or amenity of the Meriton properties on the TripAdvisor website."

"Many consumers base their purchasing decisions on reviews they get through sites like TripAdvisor. It's therefore vital the reviews on these review sites are not manipulated and accurately reflect all customers' opinions – the good and the bad," Ms Court said.

The Court found that on several occasions Meriton engaged in this conduct in respect of the majority of guests staying at one of its hotels during periods when there were infrastructure or service problems, such as no hot water or a lift not working.

The Court also held that Meriton's conduct was liable to mislead the public as to the nature, characteristics and suitability of purpose of its accommodation services.

"This decision sends a strong message that businesses must not undermine the integrity of third party review processes in order to mislead or deceive consumers, as this conduct risks breaching the Australian Consumer Law," Ms Court said.

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GREAT NEWS AT THE PORT!!



The Port Adelaide area has undergone a major transition over the past 40 years. Back in the old days when the Port was thriving with 4000 wharries working there, and 13 pubs within a radius of a kilometre of the famous Black Diamond corner, the Port was firing. The pubs were full of customers and characters, with everyone working and playing hard and the Port was a buzz of activity. At that time the Port Adelaide football club was winning flags and generally a great atmosphere was engendered in the whole area.

However when the working wharf activity declined, with a subsequent reduction in client numbers for hotels to service, the Port fell into harder times. Some pubs even unfortunately closed their doors.

However the Port has always been resilient and had historical and attractive buildings, which in recent years have been renovated, and the Port has come to life again. The tourist boom has hit the Port, the buildings have and are being restored and the area is on the cusp of exciting times once again.

The hotel industry has led the way again in the community, with the British, the Lighthouse and the Birkenhead hotels, to name a few, having done refurbishments of note. Additionally the Railway Hotel has re-opened in the past 12 months, and the big news – the re-opening of the Port Admiral Hotel after closure for many years. This is very significant in the heart of the Port, in the shadow of the Black Diamond corner, with huge traffic flows past a previously closed building. The Port Admiral – well you don't get any more Port Adelaide than that – has undergone a major refurbishment. Kath Keast was a well known and a long time publican at this iconic establishment back in the 1960's and 70's so wouldn't she be pleased today to hear of the re-birth of her old pub. This pub

is arguably the oldest in the Port, and I believe was the first to have pokies in the area, and to reopen recently in such a landmark location, signifies to a degree the resurgence of the Port is well underway. Exciting times down there and again the hotel industry has made a huge contribution.

THE TOOTH FAIRY COMES TO THE OLD AS WELL!

At the recent Melbourne Cup carnival, I heard of a hotel industry person, who overbalanced somewhat later in the evening after the benefit of his morning tablets had worn off, accidentally hitting the deck, knocking his front teeth on the pavement and unfortunately snapping one in half. I believe it cost a few quid to get it sorted as well, but he reckons his story was not as impressive as another similar occurrence from a well known hotel owner. Apparently he was cooking a crumpet for breakfast at home, and as is normally the case, you need to double up the time in the toaster, which made the crumpet brittle and hard. Of course when he munched into the crumpet he snapped his front tooth in half. I think the other bloke was right when re-telling this story!

Well Ravo's Bush telegraph is signing off for another year and I wish all in the hotel industry a very Merry Christmas and a Happy New Year, and good trading over the festive season. My New Year's resolution will be hoping that the politicians and the law makers make a stronger stance on illicit illegal drugs, which is so dramatically affecting so many and so much in our communities.

I know as an ex-publican who is the easiest to handle under the influence of alcohol or under the influence of drugs. Additionally one is legal and controlled and one is illegal and appears out of control.

Anyway, cheers to all and see you next year.

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SINGLE-SERVE WINE THE PATHWAY TO PREMIUM UPGRADES

Increasing the availability of wines-by-the-glass in restaurants could revolutionise Australia's \$8.7 billion wine industry, revitalising wine sales and creating new opportunities for premium and boutique wines.

In a world first, the University of South Australia's Ehrenberg-Bass Institute researchers Professor Johan Bruwer and Dr Justin Cohen have examined risk perceptions among Australian wine consumers, finding that by wine-by-the-glass acts as a risk reduction strategy in a restaurant environment, increasing customers' propensity to try new and more expensive wines.

"People are keen to try different wines, but they get anxious about buying a whole bottle of a wine that is unknown and untried," project leader Professor Johan Bruwer says.

"The availability of single-serve-wines helps to overcome this anxiety and encourages customers to be more adventurous with their choices.

"The fact that they do not have to share with anyone, and that less money can be spent per transaction also helps to encourage 'adventurous' behaviour, and this can create new opportunities for wine sales growth."

He says that the challenge for venues is two-fold: firstly, to recognise and embrace the benefits that wines-by-the-glass can deliver and secondly, to understand and engage audiences for single-serve wines.

"Wines by-the-glass have been on restaurant menus for some time, but restaurateurs have been hesitant to fully embrace them as they think they'll cannibalise full bottle sales and restrict profits," Professor Bruwer says.

"As a result, restaurants generally limit their wine-by-the-glass options to low-cost, fast-selling brands.

"Our research shows that the opposite is true: customers that buy wines-by-the-glass tend to choose different wines to those they'd select by the bottle and this opens an untapped market that restaurants can leverage and capitalise."

The research also shows that the majority of wine-by-the-glass consumers are female (58%), with the majority in the younger millennial generation of 18-34 years old (52%), most of these having a post-secondary education (74%), and an above national median household income (+ \$84K per annum).

"Wines-by-the-glass appeal to the young working generation, mostly comprising millennials, but also including slightly older people, up to 45 years. But the primary target should be millennials; they're constantly looking for new information, are curious about trying new things, and tend to have the disposable income to afford more expensive wines," Professor Bruwer says.

He says that engaging this market and the broader customer base will require restaurants to invest in educating their staff about wine and food pairings, as well as providing detailed descriptions of wines-by-the-glass on menus.

"Building the semi-sommelier knowledge of restaurant staff and creating wine-by-the-glass experiences that pique the interest of consumers are strategies that restaurants can deploy to maximise single-serve opportunities.

"Wine goes hand-in hand with the restaurant experience. It can add to reputation, create higher margins, incremental sales and increased customer benefits.

"It's a win-win for both restaurants and customers."

CASINO APPOINT F&B MANAGER

Adelaide Casino has appointed a new Food and Beverage General Manager as it gears up for a major expansion.

Todd Roydhouse previously managed Crown Melbourne's food operations as Executive Chef, where his achievements included opening of 20 restaurants over six years, set up a 'Chef Library' and built a Culinary Studio to support the training and professional development of his team.

His role at Adelaide Casino will include:

- Opening new bars and restaurants with the \$330 million expansion (hotel and Casino) and the existing building;
- Managing the food and beverage operations within new function and event spaces for up to 750 guests at the Casino;
- Using his international experience to attract more international visitors to Adelaide by diversifying the food and beverage operations (bars and restaurants) at the Casino;
- Playing a lead role in the employment and training of 800 new staff in the lead up to the expected completion of the expanded Casino by the third quarter 2020.

Hotel SA





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RISING FROM THE DEAD



To mark 170 years of Carlsberg, the brewer has reincarnated the company's founder, J.C. Jacobsen, as a 'chatbot' in the recent launch of 'Probably the Most Winnable Quiz in the World'.

Brought back to life in chatbot form, J.C. "Bot" Jacobsen has been testing beer drinkers' knowledge of Carlsberg, along with the brand's Danish heritage and some of the most iconic moments in beer history.

Camilla Kuzon Olsen, Carlsberg Group Australian Manager says "Carlsberg prides itself on a rich history of beer innovations, from developing the pH Scale in 1909, to the purifying of yeast, all done to make better beer, and now we're the first local beer company with our own chatbot. We thought it only fitting to bring J.C. back to life, to be part of the fun."

It's not the first time J.C. Jacobsen has risen from the dead. Back in August, he delivered a posthumous talk for TEDxCopenhagen as part of Carlsberg's hometown birthday celebrations.

XMAS LIGHTS WARNING

It's worth remembering the warning from fire authorities last year not to buy cheap decorative lighting products which have not been approved for supply by Australia's electrical safety regulatory authorities.

Unapproved lights can be dangerous with the potential to start fires in homes and cause people to receive electric shocks, the authorities warn.

Christmas tree lights and other electrical products are only approved for sale in Australia once they have been exposed to rigorous testing by accredited test agencies.

Audits of some "bargain" stores by Compliance Officers interstate last year detected a number of non-compliant imported Christmas light products. In some instances, products displayed counterfeit approval numbers.

Of particular concern are non-compliant controllers provided with lighting sets. They detected evidence of overheating in units, along with exposed "live" parts and inadequate insulation.

Hazards associated with unapproved Christmas lighting products include:

- Light sets designed for (overseas) voltages less than 230 Volts (normal supply voltage in Australia is currently 240 Volts)
- Plugs incompatible with Australian socket outlets (power points)
- Dangerously thin electrical insulation on the flexible leads
- Incorrectly rated globes that may overheat and cause surrounding materials to catch fire;
- Inadequately attached cords that may pull out of lamp holders.

Victorian authorities provided the following advice:

Hotel SA

THE DEVIL RATES 98

Looking for a premium chardonnay to offer to well-heeled patrons at Christmas time?

You might consider the 2015 Devil's Lair 9th Chamber Chardonnay, which received the coveted titles of WA's 'White Wine of the Year' and 'Chardonnay of the Year' in The West Australian Wine Guide 2018 by Ray Jordan.

Rating 98 points, this Margaret River wine retails for around \$100.



- Always ensure Christmas lighting products have been approved for use in Australia.
- Check for a compliance number on the product. If in doubt seek the advice of the store manager or do not purchase the product until satisfied that it is safe and complies with Australia's strict electricity safety requirements.

Christmas is a happy time of year for most people. Do not turn it into a time of tragedy through fires or injuries as a result of installing or using defective Christmas lights, said the authorities.

Other advice for the safe operation of Christmas lights includes:

- Always follow the manufacturer's instructions regarding assembly, installation and globe replacement
- If using the same lights from year to year, make sure they are in good condition and there is no exposed (uninsulated) wiring before installation. Also, make sure they are dismantled and packed away carefully after use
- Do not use damaged or faulty decorative lights
- Never use decorative lights outdoors unless they are specifically designed for such use. Similarly make sure extension cords are suitable for outdoor use
- Do not cover or modify decorative lights
- Always switch off and unplug decorative lights when unattended or when watering a Christmas tree
- Observe and monitor the correct operation of your decorative lights when unpacked and initially used.
- In areas with infants and young children, consider using extra-low-voltage (less than 50 Volts AC) decorative lights supplied from an approved transformer.



#

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Number one Balanced Fund over 1 year (13.2%), 3 years (9.68%p.a.), 5 years (11.76%p.a.), and 7 years (9.92%p.a.) - SuperRatings Fund Crediting Rate Survey, 2nd August 2017. Past performance is not a reliable indicator of future performance. Consider the Host-Plus PDS and your objectives, financial situation and needs, which are not accounted for in this information before making an investment decision. Host-Plus Pty Limited ABN 79 008 634 704, AFSL No. 244392. Hostplus Superannuation Fund ABN 68 657 495 890. MySuper No. 68657495890198.

COOPERS CONTINUES STRONG GROWTH

Coopers Brewery chalked up its 24th consecutive year of growth in beer volumes in 2016-17, with sales rising 2.9% to a record 83.8 million litres.

In releasing the company's annual results, Managing Director, Dr Tim Cooper said Coopers now held almost 5% market share in the national beer market where industry figures showed a decline in sales volume of 1.9% during 2016-17.

"This marks 24 consecutive years of growth in beer volumes for a compound annual growth rate of 8.9%," he said.

"Turnover for 2016-17 rose to \$252.4 million compared with \$245.9 million from the previous year.

"Profit before tax of \$33.4 million was down 3.5% from \$34.6 million in 2015-16, a result impacted by the final write-down of the goodwill and brand names of Mr Beer (USA), overhead costs associated with the construction of the new maltings plant and redundancy costs arising from a restructure as we reallocate resources to our growing interstate markets."



SUMMER PROMOTIONS IN TOP GEAR

Coca-Cola Amatil has moved into top gear with its summer promotions.

The excitement started when Magners Original Apple was voted Australia's top cider, taking out the top Best in Show award at the 2017 Australian Cider Awards. It also picked up Best New World Cider and Best International Cider or Perry.

Look out for promotions around Vonu Export, an ultra low carb and low gluten lager brewed in the Fijian Islands by Paradise Beverages and distributed in Australia by Coca-Cola Amatil

Lkewise Miller Chill is launching its new summer campaign, Miller + real lime, in partnership with key millennial media platforms including Pedestrian TV. It is based on the concept of unexpected combinations that come together, just like beer + real lime.

Jim Beam is tapping into the refreshing side of bourbon, with the launch of a new glass bottle format of the Jim Beam Citrus Highball. A blend of smooth Jim Beam Bourbon and crisp soda

Hotel SA

and citrus flavours, the product is aimed at the brand's younger female drinkers and new those who are new to the bourbon category. The decision to launch in a clear glass bottle following the launch of the can in 2016 is designed to better showcase the drink's lighter characteristics and enhance its appeal to new bourbon drinkers.

Laphroaig has launched a new limited release peated malt, Laphroaig 27 years, which is double matured and bottled at cask strength. Since the 2015 release of the brand's highest aged whiskey in over eight years, as part of its bicentenary celebration, Laphroaig has reacted the to strong global demand with the release of a new high aged whiskey each year. It retails for \$1,000.



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Gaming CARE

The Hotels Responsible Gambling Early Intervention Agency



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 and other relevant organisations.

Some of our duties include:

- ✓ Assisting gaming licensees, managers and employees 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 address early identification of problematic gambling behaviour
- ✓ Assisting venues to comply with the Gambling Codes of Practice, licence conditions and other legislation through undertaking audits, with a particular focus on patron intervention

Gaming Care has developed a Responsible Gambling Document for venues which details the manner 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 please contact your local Gaming Care Officer, or contact our office for information on how Gaming Care can assist your venue.

Telephone: 08 8100 2499
Facsimile: 08 8232 4979
Email: info@gamingcare.org.au
4th Floor AHA|SA House
60 Hindmarsh Square
Adelaide SA 5000

PUBS & CLUBS PROVIDE 350+ DEFIBRILLATORS FOR REGIONAL SA

The Australian Hotels Association – SA Branch & Clubs SA have announced a commitment of much needed funding to purchase more than 350 defibrillators for regional South Australian communities.

This project is a collaboration of the Pubs and Clubs and St John SA who will assist in the placement of the units into much needed areas.

“St John is overwhelmed by the support that has been provided by AHA|SA and Clubs SA in relation to this grant. With this support, we can deploy 350 lifesaving defibrillators into regional South Australian communities, increasing the chances of survival from sudden cardiac arrest considerably.” Michael Cornish APM, Chief Executive Officer

“Each year, more than 30,000 Australians suffer a cardiac arrest. They can happen to anyone, at anytime, anywhere... and when they do, an immediate response can mean the difference between life and death.”

“Through the collaborative support of AHA|SA and Clubs SA, St John is able to further advance community resilience in regional SA by deploying 100+ lifesaving

defibrillators across the state each year for the next three years”.

“These defibrillators will have the immediate potential to start saving lives every day in our communities, and in this regard, we are incredibly grateful for the support of AHA and Clubs SA.” Michael Cornish APM, Chief Executive Officer

Clubs SA CEO, Mike Penfold said that allocation of these life saving devices would be determined based on St John advice about need and access. It may be the local pub or club, it may be some other suitable community or commercial entity, it's about ease of access when availability and response times are crucial.

Ian Horne, General Manager of the AHA SA said Pubs and Clubs remain the focal point and a gathering place for most South Australian communities and so it is of the greatest pleasure that South Australian Hotels and Licensed Clubs can support in such a practical way the communities that support them.

Mr. Horne said that the support was valued at

\$750,000. He said that this was an Australia first collaboration between Pubs, Clubs and St John for the great benefit of regional South Australia.

SA Health Minister Peter Malinauskas congratulated the AHA|SA and Clubs SA on their significant commitment that would go towards saving lives in regional communities.

“I applaud the AHA|SA, Clubs SA and participating hoteliers and Clubs for taking the initiative to place these life-saving devices in their businesses,” Mr Malinauskas said.

“By signing these defibrillators up to the new register managed by our Ambulance Service, Triple 0 callers will be able to locate the nearest defibrillators and act to save someone's life”.

“Only a very small proportion of people who have cardiac arrests outside of a hospital survive, however we know that the chances of survival are greatly increased by choosing to act and following the simple directions of the defibrillator. Importantly, these defibrillators should be publicly accessible to allow for 24/7 first aid to be delivered.”

FROM THE PUB TO THE BIG STAGE

Diesel aka Mark Lizotte is celebrating 30 years “off the bus” landing in Sydney in 1987 after his most important and pivotal bus journey across Australia. With over 35 singles, 16 albums, six ARIA awards and record sales edging 1 million, DIESEL is a journeyman of music.

“Landing in Sydney off the bus we set about doing 9 shows a week for the next few months and this proved to be incredibly formative. I can't imagine how we would have developed had it not been for the live music venues we frequented in that period,” said Mark.

Diesel's career evolution on the pub circuit is a familiar story. It is these venues that present the first opportunity for many young musicians to showcase their passions and start developing their craft. Venues then, benefit from live music attracting more patrons and encouraging them to stay longer.

The South Australian live music industry continues to grow. According to APRA AMCOS (AHA|SA's sponsorship partner) 20% new venues have purchased a live music licence this year alone.



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REGIONAL MEETINGS

Regional presentations were held recently at the Tavern on Turton Hotel on 24th October for the Yorke peninsula area and then what we call our "Christmas regional" and last for the year at the Boston Hotel Pt Lincoln on November 28th.

Following the presentation our member hotels and AHA Sponsors enjoy lunch supplied by the host member. Both venues provided wonderful food exceptional service and spectacular views.

Days like this provide a perfect opportunity for the sponsors to get to know the hoteliers in a relaxed way. Our thanks to the members, who supply their premises and provide lunch, and of course to those sponsors that support the day/s with product.

To all of our members and sponsors we thank you for your support throughout 2017 and wish you a Merry Christmas and Happy New Year.

METRO



EYRE PENINSULA



CASUAL EMPLOYEES - ALTERNATIVE EMPLOYMENT ARRANGEMENTS

The majority of AHA|SA Member venues would be considered small to medium businesses. Often, it's the licensees themselves who are responsible for running all facets of the business, including all employment related matters. As a result, there are times in which employment arrangements are entered into between the employer and employee to make it easier for both parties. Whilst the HR/IR Team hear of a number of different arrangements that are entered into, the focus of this particular article is on the use of flat or loaded casual rates of pay.

Whilst a flat rate for casual employees was historically permitted within South Australia under the previous *Hotels, Clubs Etc Award* and prior to 1 January 2015, Schedule B of the *Hospitality Industry (General) Award 2010 (HIGA)*, it is now no longer available to use in the HIGA. This article outlines the fact that there are only two lawful means of paying a flat or loaded casual rate to employees. Failure to adopt either of these may see you in breach of the relevant Modern Award or *Fair Work Act 2009 (Cth)* ('FW Act') should a dispute arise.

VARYING THE APPLICATION OF AWARD ENTITLEMENTS

Awards provide a safety net of minimum pay rates and conditions of employment for employees. It's important to therefore point out that regardless of the arrangement that the employer and employee enter into, it is not possible for the parties to simply "contract out" of an Award. The parties will continue to be bound by a Modern Award.

It is also not recommended that an employer simply elect to pay a flat or loaded rate without the agreement being properly recorded and lawfully entered into. If a dispute arises or there is a Fair Work Ombudsman ('FWO') audit and the agreement is not properly recorded, then it may be deemed that the flat rate is an "above award base rate" and that penalty rates are to be applied on top of the flat rate that the employer has elected to pay.

HOW TO LAWFULLY VARY AWARD ENTITLEMENTS

There are only two possible ways in which the payment of a flat rate is permissible. The first is through the use of Individual Flexibility Arrangements ('IFA') through the flexibility terms contained in Modern Awards,¹ and the second is through the negotiation of an Enterprise Agreement to replace the existing Award.

Individual Flexibility Arrangement ('IFA')

Retaining good employees is vital as it can be difficult to find suitably skilled employees to fill vacant positions. Providing flexible work practices is one such way in which good employees can be retained. All Modern Awards covering AHA|SA Member venues, contain a flexibility term at Clause 7 in accordance with the *FW Act*;² such a term is aimed at promoting workplace flexibility through the use of an Individual Flexibility Arrangement (IFA). An IFA is an agreement between the employer and an individual employee allowing for the variation of certain Award conditions in order to meet the genuine needs of the employee and the employer. An IFA cannot be made between an employer and a class or group of employees, for example all casual employees.

Under the flexibility terms in Awards it is possible for penalty rates to be varied. However, this does not mean an agreement can be made to simply avoid penalty rates. This is due to the fact that an employee must be better off overall at the time the IFA is made, than what they would otherwise be if the term being varied continued to apply. It is not specified in the provision as to whether this is better off over a week, a month or a year or some other time frame. Despite this, it is recommended that IFAs are reviewed at least annually to ensure the employee is no worse off than if they were paid the appropriate penalty rates for the days and times worked.

"If it turns out that the employee has not been better off under the IFA then the employer may find that they are faced with a large underpayment of wages claim or some other form of action. "



Whilst an IFA can vary a penalty rate, it may be that the parties agree to a dollar figure flat rate (i.e. \$28 per hour) rather than a percentage of the base rate (i.e. 150%). Either way, but particularly so for the former, it is imperative the rate is reviewed with the Fair Work Commission ('FWC') Annual Wage Review to ensure the flat rate does not fall behind so as to avoid any potential underpayment.

Unlike an enterprise agreement, an IFA can be easily terminated. It can be terminated at any time if both parties agree in writing or either party can terminate an IFA by giving the other 13 weeks' notice in writing.

Whilst an IFA provides members with an avenue for paying a flat or loaded casual rate there are a number of downsides. Firstly, an IFA is made with an individual employee, not all employees, which means it can place a large administrative burden on the venue should agreements be made with many or all employees. In addition, whilst employees should not discuss pay rates between each other the reality is they do. Therefore, the problem may arise where an arrangement has been made with one employee but not others. Thirdly, an IFA does not need to be approved by anyone, be it the FWC, the Fair Work Ombudsman or any other body, court or tribunal. Therefore, whether or not an IFA is valid may not be determined until such time as a dispute arises between the parties. If it turns out that the employee has not been better off under the IFA then the employer may find that they are faced with a large underpayment of wages claim or some other form of action.

Members who wish to enter into an IFA with an employee should first contact the AHA|SA HR/IR Team for assistance. This includes access to the template IFA document and details on the steps that should be followed during the implementation process.

Enterprise Agreement ('EA')

There are a number of Hotels in South Australia that currently have an Enterprise Agreement ('EA') in place. These EA's were negotiated between the employees, the employer and in most instances the union at each hotel and were approved by the FWC. They principally provide for casual employment arrangements which contain a loaded rate (150%). The loaded rate in these EA's is paid to casual employees for any work performed on any day of the week and is paid in lieu of any other penalties, loadings or allowances.

For any EA to be legally enforceable it must be approved by the FWC. The parties can negotiate through the bargaining process as to what terms and conditions will be contained within the EA, however there are certain terms that must be included and certain terms that cannot be included as outlined in the FW Act. In approving an EA, the FWC must be satisfied that the EA passes the Better Off Overall Test (BOOT), meaning that all employees that will be, or have the potential to be covered by the EA need to be better off overall than if they were covered by the applicable Modern Award, i.e. HIGA.

There are advantages and disadvantages associated with EA's. The main advantage of an EA is the potential for the employer to achieve productivity gains in exchange for providing employees with more generous terms and conditions than those that exist in the Award. EA's can also assist in reducing the administrative burden associated with interpreting and adhering to potentially more complex and inflexible Award provisions.

One of the potential disadvantages of an EA is that once it is approved and operational in the business it is difficult to terminate the EA should the employer decide that the EA is no longer meeting their business needs. The FW Act contains a number of provisions which must be met in order for the FWC to be satisfied that the EA should be terminated.

If Members are interested in understanding more about EA's and the steps involved then please contact the AHA|SA HR/IR Team.

FURTHER INFORMATION

Members should contact the AHA|SA HR/IR Team for further assistance and advice on how to manage or adopt any of the above solutions.

Endnotes

- 1 Clause 7 Hospitality Industry (General) Award 2010, Clause 7 Restaurant Industry Award 2010, Clause 7 General Retail Industry Award 2010.
- 2 FW Act s 144.

Accountancy Services

- Bentleys Accountants 8372 7900
- Jaquillard Minns 8221 6551
- Winnall & Co. 8431 9447

ATMs

- Next Payments 0499 331 476

Architects & Interior Designers

- Studio Nine Architects (Abeo Design) 8132 3999

Audio Visual

- Big Screen Video 1300 244 727
- Integrate IoT 8193 4800
- Nightlife Music Video 1800 679 748
- Novatech Creative Event Technology 8352 0300

Background Music

- Moo Music 1300 139 913
- Nightlife Music Video 1800 679 748
- Zoo Business Media 07 5587 7222

Banking

- Bank SA 8424 5536
- Commonwealth Bank 8206 4035

Beer Dispense Equipment

- Andale Hotel Services 8234 0388
- Lancer Beverage Systems 8268 1388

Beverage Gases

- BOC Limited 8300 5668
- Supagas 8252 7472

Beverages

- Accolade Wines 8392 2238
- Asahi Premium Beverages 8276 4888
- Australian Liquor Marketers Pty Ltd 8405 7744
- Brown-Forman Australia 8418 7104
- 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 (Sip'n Save) 8416 7575
- Options Wine Merchants 8346 9111
- Pernod Ricard Australia 8208 2400
- Samuel Smith & Son 8112 4200
- Treasury Wine Estates 8301 5400
- Vintage House Wine & Spirits 8397 7100

Bookkeeping

- Brisban Hospitality Consulting 8235 1594
- Jaquillard Minns 8221 6551
- Winnall & Co. 8431 9447

Cabinet Makers

- John Reuther Cabinet Makers 8234 9600

Cleaning Supplies

- Bunzl Hospitality Supplies 8245 6200
- Cobalt Blue Australasia 8352 3881

Energy

- Choice Energy 1300 304 448
- Class A Energy Solutions 8391 4853
- Make it Cheaper 02 8880 1490
- Trans Tasman Energy Group 1300 118 834

First-Aid

- AlSCO 8346 1391
- St John 0488 178 823

Food Services

- Galipo Foods 8168 2000
- Holco Fine Meat Suppliers 8162 8400
- International Oyster & Seafoods 0412 392 551
- PFD Foodservice 8114 2300
- Wills and Daniel 8260 7776

Furnishings

- Concept Collections 1300 269 800
- The Table & Chair Co 8354 3266

Gaming Machine Services

- Ainsworth Game Technology 0408 462 321
- Aristocrat Technologies Australia 8273 9900
- Bluize 1300 557 587
- Global Gaming Industries 0409 283 066
- 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
- Steele & Associates Hotel Brokers 8232 1566

Hotel Management

- Brisban Hospitality Consulting 8235 1594
- H&L Australia Pty Ltd 8291 9555

Hotel Marketing

- Drinking Buddy 0431 616 025

Ice Makers

- Bunzl Hospitality Supplies 8245 6200
- Lancer Beverage Systems 8268 1388

**Information Systems/
Site Preparation**

- MAX 8275 9700

Insurance

- Aon Risk Solutions 8301 1111

I.T. Products & Services

- Boylen 8233 9433
- Vintek 1300 001 337

Kitchen & Bar Equipment

- Andale Hotel Services 8234 0388
- Bunzl Hospitality Supplies 8245 6200
- Lancer Beverage Systems 8268 1388
- Silverchef 1800 337 153
- Stoddart Manufacturing & Food Service Equipment 0427 106 103

Legal Services

- Clelands Lawyers 8177 5888
- Duncan Basheer Hannon 8216 3389
- Foreman Legal 8370 8500
- Ryan & Durey Solicitors 6166 9000
- Wallmans Lawyers 8235 3000

Media

- Boylen 8233 9433
- FIVEaa 8419 1395
- InDaily 8224 1600

Music Licensing

- APRA/AMCOS 8331 5800

Onhold/Messaging

- Adelaide's 1800 ON HOLD 8125 9370

Payroll & HR Resources

- Brisban Hospitality Consulting 8235 1594
- Jaquillard Minns 8221 6551
- Winnall & Co. 8431 9447

POS Systems

- H & L Australia Pty Ltd 8291 9555

Property Valuations

- Knight Frank Valuations 8233 5222

Refrigeration

- Bidvest Hospitality Supplies 8245 6200
- Lancer Beverage Systems 8268 1388

Sports & Entertainment Media

- Foxtel 1300 138 898
- Fox Sports 0499 660 023
- Sky Racing 02 9218 1755

Staff Training & Recruitment

- HITsa Industry Training 8351 5855
- Skillhire 8349 3400

Staging

- Nexstage 7070 8191

Superannuation

- HostPlus 8205 4965

Table Linen

- AlSCO 8346 1391

Websites

- Boylen 8233 9433

Workers Compensation

- Gallagher Bassett 8177 8450

PLATINUM

17/18



GOLD

17/18



SILVER

17/18

- Ainsworth Game Technology
- APRA AMCOS
- Aristocrat Technologies Australia
- Australian Liquor Marketers
- Big Screen Video
- Bluize
- Boylen
- Foxtel/Fox Sports
- IGT
- InDaily
- Independant Gaming Analysis
- Konami Australia Pty Ltd
- Liquor Marketing Group – (Sip'n Save)
- Novatech Creative Event Technology
- Options Wine Merchants
- Ryan & Durey Solicitors
- Samuel Smith & Son
- Sky Racing
- Stoddart Food Equipment

BRONZE

17/18

- Adelaide's 1800 ON HOLD
- AlSCO
- Andale Hotel Services
- BankSA
- Bentleys Accountants
- BOC Limited
- Brown-Forman Australia
- Choice Energy
- Cobalt Blue Australasia
- Commonwealth Bank
- Concept Collections
- Drinking Buddy
- Duncan Basheer Hannon
- Empire Liquor
- Gallagher Bassett
- Global Gaming Industries
- HITsa Industry Training
- International Oyster & Seafoods
- Integrate IOT
- Jaquillard Minns
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- Macmont Gaming Supplies
- Make it Cheaper
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- Next Payments
- Nightlife Music Video
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- St John
- Supagas
- The Table & Chair Co
- TJ's Cleaning Services
- Trans Tasman Energy Group
- Vintage House Wine & Spirits
- Wallmans Lawyers
- Wills and Daniel Produce Merchants
- Winnall & Co.

INDUSTRY SUPPORTER

- Brisban Hospitality Consulting Services
- Clelands Lawyers
- Foreman Legal
- John Reuther Cabinet Makers
- Vintek

LICENSEE TRANSFERS SEPTEMBER 2017

HOTEL	LOCATION	DATE GRANTED	NEW LICENSEE
B'Churrasco	Adelaide	4/9/2017	East Tce Group Pty Ltd
Benjamin On Franklin Hotel	Adelaide	5/9/2017	Szigeti Nominees Pty Ltd
Carlisle Tavern	Ethelton	18/9/2017	Lindsey Cove Pty Ltd
Manhattan Motel	Gepps Cross	21/9/2017	Manhattan Hospitality Pty Ltd
Sandy Creek Hotel	Sandy Creek	25/9/2017	Joanne & Jason Pfeiffer
Orroroo Hotel	Orroroo	26/9/2017	Shane & Jennifer Hamilton
West Oak Hotel	Adelaide	28/9/2017	West Oak Hotel Pty Ltd

LICENSEE TRANSFERS OCTOBER 2017

HOTEL	LOCATION	DATE GRANTED	NEW LICENSEES
Dockside Tavern	Port Adelaide	3/10/2017	Dockside Brewing Est Pty Ltd
Historian Hotel	Adelaide	6/10/2017	Coromandel Hotel Pty Ltd
Warooka Hotel	Warooka	13/10/2017	Marwid Pty Ltd
Duke of Brunswick Hotel	Adelaide	23/10/2017	Seriously Social Group
Port Admiral Hotel	Port Adelaide	26/10/2017	Port Local Pty Ltd
The Watson Hotel Pty Ltd	Walkerville	27/10/2017	The Watson Hotel Pty Ltd

WELCOME TO OUR NEW MEMBERS**HOTEL**

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 Postal Address: PO Box 3092, Rundle Mall SA 5000
 Telephone: (08) 8232 4525
 Toll Free: 1800 814 525
 Fax: (08) 8232 4979
 Email: information@ahasa.asn.au
 Web: www.ahasa.asn.au

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from all of us at Ainsworth, we hope you
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