

Response to questions taken on notice

Three Cheers Training

THREE CHEERS TRAINING

SPECIALIST ALCOHOL MANAGEMENT SERVICES | BETTER FOR PATRONS. BETTER FOR BUSINESS. BETTER FOR THE COMMUNITY.

Joint Select Committee on Sydney's Night Time Economy

Question on Notice: 5 August, 2019

From: Hon. Ben Franklin

To: Sam Coffey, Three Cheers Training

Question

The Hon. BEN FRANKLIN: Do you have anything in writing from some of these other venues that you can provide to the Committee on notice to give us the breadth of where this (SASH) has been utilised?

Response

Sam Coffey, Three Cheers Training: Please find below a number of testimonials that have been written by venues on the SASH program over the years.

The Orient Hotel, The Rocks

I am pleased to be able to provide this reference that outlines the benefits our business experienced after completing the Three Cheers "Special Alcohol Service Hospitality" (SASH) course during my time as General Manager of the Orient Hotel (relevant date period 2014 – 2015).

Background:

The Orient Hotel is a busy destination venue in the heart of The Rocks Precinct in Sydney, NSW. The venue has a 24 hour licence, capacity of 803 people over 3 floors. It offers live music every day and is very popular around key event days such as Anzac Day, St Patricks Day, Australia Day and all public holidays. The location of the Orient makes it popular with national and international visitors who are not accustomed to the strict RSA laws in NSW. The venue always worked closely with local licensing police and the local liquor accord in every regard.

Issues prior to SASH training:

Venue was a target for parties and groups looking to celebrate special occasions. Despite a heavy security presence of 8-10 guards on Friday and Saturday nights, policing RSA and stamping out antisocial behaviour was proving difficult. Groups of younger drinkers would be hard to monitor and often begin to quickly show signs of intoxication despite active traditional RSA practices, signage and training with all staff on a regular basis. Management, security and staff became frustrated with patrons and service standards began to slip as a result. Feedback was more and more negative about the venue and it seemed unlikely we would be able to continue to trade successfully if something didn't change

SASH training:

The Orient met with Sam Coffey from Three Cheers Training and agreed to be part of a trial in the Rocks for the SASH program. All frontline managers, security and supervisors were put through the face-to-face training with Sam. The training worked on the premise that a successful result would mean a big reduction in the number of patrons being asked to leave due to RSA, a reduction in antisocial behaviour and a reduction in negative feedback received by the venue. Through focussing on Mood, Hydration and Assistance and a series of realistic role-play scenarios we were quickly able to retrain the mentality of our key personnel to affect a big change in the way we were running the venue. The backbone of these changes came from early interaction with groups on arrival or when their behaviour changed and active water distribution.

Results from SASH Training:

The Orient Hotel saw some very tangible results from the training. These were:

An immediate reduction in number of alcohol related assaults

Reduction in compliance issues and regulatory visitation

Increased revenue YOY as a result of increased visitation

Enhanced customer service

Improved customer feedback

Better staff retention

Local Liquor Accord subsidies for training

Bottled water sponsorship from Diageo

Endorsement:

I have no hesitation in strongly recommending the SASH program through Three Cheers Training. This is a relevant and appropriate program for anyone operating a licenced premises in Australia. The benefits of the training are quickly realised by patrons, management, staff and security and will result in a more successful and sustainable business model.

James Stevenson, Ex General Manager/ Licensee 2005-2015

Orient Hotel, The Rocks Tel: 0416 093716

Solotel Hospitality Management Group

I happily recommend this training. Our managers, security and bar staff have been using their newfound approach and successfully have reduced the numbers of ATLS (Ask To Leaves).

Thanks to the team at Three Cheers Training, keep up the good work!

Natasha Brennan, Solotel Hospitality Management –

Operations/Human Resources Manager (30 January 2015)

Sam Coffey, Three Cheers Training comment: *A common experience Three Cheers Training has with SASH trained licensed venues demonstrates the importance of the Deakin University supervised trial at the Oxford Art Factory and the proposed upcoming University of New South Wales supervised multi-venue trial. At the Joint Select Committee's public hearing on 5 August 2019, Mark Gerber from Oxford Art Factory said that he had*

worked with the SASH program at his venue in the year or two before the trial commenced. They reported positive outcomes as a result of this, e.g. reductions in incidents of Ask To Leave, however as the trial proved there was significant room for improvement. This was shown by them properly implementing SASH in the year of the trial, after Three Cheers Training pointed out where SASH was lacking and could be improved in the venue. To their credit they responded positively and with renewed determination they achieved their strongly improved results e.g. an additional 56% drop in overall incidents, 5% increase in revenue etc.. This demonstrates a common occurrence with trained venues in that post training they don't properly or fully implement SASH so therefore do not get as strong, consistent results as they otherwise would. This means that instead of SASH they're implementing a weaker version of it, one that is not as effective. Ultimately doing something "similar" to SASH or something simply inspired by it is not anywhere near as effective as carrying out the SASH program properly. This demonstrates the importance of closely following the techniques of SASH to the highest standard. The SASH techniques do allow for variations of personality and style however not of substance which cannot be altered if the best results are sought. The university trials are so important as they have the capacity to definitively provide data to venues that clearly show implementing SASH completely and properly is what gives the venue their best results.

Prince of Wales Hotel and the Gulgong Liquor Accord

I was looking for a course that my staff could complete over and above the regular Responsible Service of Alcohol. We needed to be able to come to work, provide an enjoyable experience for our customers and enjoy the shift without being the fun police!

I found the SASH (Special Alcohol Service Hospitality) course and instead of just doing it as a lone venue all the Gulgong Liquor Accord venues decided to do it together. The feedback from the overall experience from all participating venues has been positive.

The structure of the SASH course is great, being able to complete the course in your own time online and then finish with a visit from the trainer to rehash in the Onsite Workshop.

Our first experience with implementing SASH into the venue was not long after we completed the course and is normally the hardest shift of the year – after the local country race meeting!

I can honestly say we implemented MAW (Mood, Assist, Water; acronym from the course) and along with everything we learnt through the course had a very enjoyable and successful night, incident free. The patrons also noticeably appreciated the change with many surprisingly thanking us for it.

Rowena Ellis, Licensee and Owner of Prince of Wales Hotel, Gulgong, and Coordinator Gulgong Liquor Accord (29 June 2017)

Kings Cross Liquor Accord

The (SASH) course content, components and practical examples were well received by all the participants and the Accord has had very positive feedback from its member venues. We are extremely pleased that 76 staff successfully completed

PHONE: 1300 3 CHEERS (1300 324 337) | EMAIL: INFO@THREECHEERSTRAINING.COM.AU | WWW.THREECHEERSTRAINING.COM.AU

SPECIALIST ALCOHOL MANAGEMENT SERVICES PTY. LIMITED. TRADING AS THREE CHEERS TRAINING | ABN: 86 160 013 114

the training course from 19 venues. Thank you for the flexibility provided by your company to enable these venues to participate over the 13 sessions.

The major value of the training, according to the participating venues, was the whole of business approach fostered by the course and the importance of creating a team approach for the best practice for harm minimisation in these venues. The training added a positive mindset to management and frontline staff to host their patrons with new confidence and better equipped them with a proactive skill set.

The Accord would like to follow up on the training with the venues and Three Cheers Training in the coming months at an accord meeting to discuss the value of the training and progress further sessions as required at that time. This may also lead to further tailored training for individual venues.

On behalf of the Accord Executive please accept our thanks and gratitude for working with us to enable delivery of the training, as said it was well received and we have no hesitation in recommending the training to other accord's across NSW.

Douglas Grand, Chief Executive Officer, Kings Cross Liquor Accord
(2014)

Sam Coffey, Three Cheers Training comment: *From 2011, early 2012, Three Cheers Training was in contact with the Kings Cross Liquor Accord, the City of Sydney and the Office of Liquor, Gaming and Racing (OLGR) trying to get implementation of the SASH techniques into the Kings Cross area. It took sponsorship of the program by Brown-Forman to roll out the SASH training for it to finally go ahead. The training commenced in proper on 22 January 2014, unfortunately too late as it was coincidentally one day after the lockout laws were announced by the NSW government. Though the venues were disheartened, the training was well attended along with representatives from OLGR who were there to experience the course. Post training the venues still gave positive accounts as to how well SASH was received.*

Hugos Lounge, Kings Cross

The SASH course was a most valuable tool that has since been implemented in Hugo's Lounge.

It's great to see without direction from myself trays of water going through the venue for patrons to consume.

I personally enjoyed the psychological part of the course and dealing with customers. The role plays were fun and relevant to our operations.

I would recommend the course to anyone in hospitality and alcohol related service.

Adam Hart, General Manager, Hugos Lounge (2014)

Duggan Family Hotels – The Empire, Kings Cross

Running a "high risk venue" in Kings Cross you have to be on the ball with every facet of compliance. This course teaches you in simple concepts important Responsible Service of Alcohol principles, such as clear definitions of what it means to be intoxicated, how to prevent patrons from becoming intoxicated, and what to do when a patron does become intoxicated.

The (SASH) course is fun to attend with role-playing sessions mixed in along with the training, and is useful for everyone in the hospitality industry from casual bar staff and RSA marshals through to senior management. Even experienced operators will walk out of the course having learned a thing or two. I highly recommend the course to any venue operator. Not only does it show the government authorities that you are being proactive with your training, it teaches you simple principles that will allow you to stop your patrons becoming intoxicated, keep them in your venue longer, and ultimately improve the profitability of your venue.

Michael Bray, Group General Manager, Duggan Family Hotels (2014)

World Bar, Kings Cross

The SASH training was invaluable in educating our staff. Both the theory and practical skills learnt have empowered our frontline staff to host our guests in a positive environment and provide genuine hospitality. The results have been amazing.

Greg Turton, GM / Licensee 'World Bar', Kings Cross (2014)

Sam Coffey, Three Cheers Training comment: *Below is a testimonial from the period when SASH first began (2009 – 2012), where we were a business that used to provide our own trained staff to venues before we took that training to venue staff themselves.*

Tea Gardens Hotel, Bondi Junction

Since implementation of Special Alcohol Service Hospitality (SASH) there was an instant drop in the ATLS (Ask To Leaves) and an increase in revenue. I believe these results are due to incorporating SASH into our hotel management and security procedures.

Adam Williams, General Manager and Licensee, Tea Gardens Hotel, Bondi Junction (2011)

Sam Coffey, Three Cheers Training: Thank you for the opportunity to answer this question on notice. Please contact me should you require any further information.