

THREE CHEERS TRAINING

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

6 MONTH REPORT : SPECIAL ALCOHOL SERVICE HOSPITALITY (SASH) IMPLEMENTATION AT OXFORD ART FACTORY (OAF) – PILOT TRIAL

Three Cheers Training, Oxford Art Factory, Professor Peter Miller & Dr. Nic Droste of Deakin University's Centre for Drug, Alcohol and Addiction Research (CEDAAR)

Background: Three Cheers Training's "Special Alcohol Service Hospitality" (SASH) has been deployed in various alcohol licensed venues since December 2009. Anecdotally it has been shown to decrease incidents of, patron intoxication, violence and aggression. Additionally the service seems to improve; hospitality patrons experience, enjoyment of staff in their roles, relationships between staff and patrons, local amenity, venue culture and revenue.

Method: Oxford Art Factory (OAF) came on as this study's licensed venue. All their staff (management, bar staff, security etc.) were trained in SASH and the venue agreed to properly implement SASH techniques to the standard they saw as a best fit for them. The study compares OAF's incident register data prior to implementation of SASH to post implementation. Data catalogues incidents for approaching intoxication, intoxication, violence and aggression. Data collected and sent to Deakin University. Interviews conducted with OAF's General Manager / Licensee and their Bar Manager for their assessment of SASH in the OAF.

Results: Incident register data from (20 Jan '17 – 1 Aug '17) compared with incident register data from (20 Jan '18 – 1 Aug '18) show incidents are down 44% in 2018 from 2017 figures; Approaching Intoxication down 43%, Intoxication down 66%, Violence down 300% with Aggression unchanged. There have been 0 violent incidents in 2018 compared with 3 violent incidents in 2017 over this time. There was no significant change to bar revenue in this period.

Key Words: Three Cheers Training, Special Alcohol Service Hospitality (SASH), Ask To Leave (ATL), Oxford Art Factory (OAF)

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STATISTICAL DATA

DATA was taken from Oxford Art Factory's incident registers, comparing 2017 to 2018. SASH was implemented on 20 January 2018.

	Refuse Service i.e. approaching intoxication	Intoxication	Violence	Aggression
2017 number so far (20/1/17 – 12/8/17)	245	3	3	1
2018 number so far (20/1/18 – 12/8/18)	140	1	0	1
Number Difference	105	2	3	0
% Difference	43% down	66% down	300% down	0% change

OVERALL: 2018 figures are **down 44%** on 2017 figures

INTERVIEWS WITH OAF MANAGEMENT

**Interview: Mark Gerber,
General Manager & Licensee,
Wednesday 8 August 2018**

**Q: Have you seen positive
results from the
implementation of the Three
Cheers Training program?**

A: Absolutely. The statistics speak for themselves. The staff comment to me all the time that it's working very well, that they are very glad to have it as part of OAF's operating procedures.

Q: Why do the staff say that?

A: They speak to those patrons who may need to be approached earlier. It creates personal relationships; there's a

lot more personal interaction. It allows them to influence outcomes from the start and it helps them get along with the patrons.

Q: Do all staff say this? i.e. bar, management, security?

A: All of the above. All the way from the top down.

From the managers to the glassies walking the floor.

They've said it to me, one on one, and they have also spoken about it in staff meetings.

Q: Have staff mentioned that it is received positively by patrons? Do the patrons like it?

A: Yes. Staff have brought up that the early engagement makes all the difference. It opens a door that

previously may not have been accessible otherwise.

If you catch someone early then patrons are much more rational.

Patrons have been gracious and thankful to receive it.

Some people may be adverse to it because they're adverse to anyone engaging with them at the beginning. If a venue has been working with Three Cheers (SASH) long enough, staff get better at interacting with patrons, they become more expert at implementing it, at getting people on-board with the program.

This is what we've found - staff keep getting better at working with Three Cheers (SASH).

Q: One of the main things the training advocates is the handing out of free water as a key tool. Has the cost of handing out water (approx. \$100 per week) been worthwhile or is it prohibitive?

A: The cost of the water is not prohibitive. The outlay is well worth the expense, its money well spent. If no one reaches intoxication it means they can stay longer and enjoy what the venue has to offer more.

Getting to them early keeps people together, keeps groups together, keeps couples together and thereby maintains revenue – it's a cost effective preventative measure that is financially recouped.

It ensures the venue's patrons stay hydrated. When staff are handing it out, it acts as an ice breaker for introduction and maintains the relationship. Walking around the venue talking to patrons makes handing out water an effective way of getting to them.

Bottled water is good, because it's sealed so patrons trust that it's okay, that it hasn't been tampered with. It doesn't mean that we have to only hand out bottled water though. At the bar it can be poured for them, they can see it being served, or they can also be directed to the water stations we have on each of our bars.

Q: Is the cost of the training (\$1500 - \$2,000 in total) worthwhile for the results?

A: Cost pales in comparison to the negative fallout that can come with people becoming intoxicated on the premises.

Q: Do you have any other comments?

A: Sydney needs to come on board the Three Cheers program if it wants to look at alternatives to the lockouts and look at systems that can deliver a safer night out. Staying hydrated keeps people's brains in better shape - the way we achieve this is with Three Cheers (SASH), it keeps them in a positive mood.

You're never going to get everyone (patrons), but if the majority are hydrated and managed in the right way, it has a positive effect on those who do want to spark up an argument etc.

In my opinion, every licensed premises in the CBD should get involved with the Three Cheers program and share the positive results that come with it, thereby presenting an effective means to prevent alcohol related antisocial behaviour within and outside venues. If someone leaves in a hydrated state, in a good mood, they're more than likely feeling positive about their night out - It makes for safer streets and also a safer journey home.

**Interview with Tim Keown,
Bar Manager, Tuesday 14
August 2018**

Q: Have you seen positive results from the implementation of the Three Cheers Training program?

A: Yes. A lot of positive results. Staff have mentioned regularly how helpful it is to establish a relationship with a patron early so if it comes time to giving that patron advice or guidance later in the night it's well received.

It's shown itself in the results too, we haven't seen any serious incidents since implementation.

Q: What's the main difference in service operations that you've been doing?

A: Main differences are getting water out early and opening dialogue earlier than before, having water available early. We have free water bottles which we actively handout and target patrons with from the bar, also throughout the venue. There's a spot out the back on the way to the toilet where we have a security guard stationed. This is a place where it's cooler and quieter, people go outback here to relax and chill. It's a perfect spot to be able to see how they are, to intervene when necessary, to catch them on the way to the toilet or back.

Q: Has staff reported back positively to you on the Three Cheers program?

A: All staff has reported back positively. Everyone is onboard with it.

Q: Have you yourself in your role experienced any positive outcomes that come to mind?

A: It opens up and allows for dialogue. If the situation is called for, like say I

have to speak to someone who is at risk of approaching intoxic, it gives me the opportunity to give them the opportunity to change direction, which they often do.

If they ignore me or if they do get straight back onto it, then at least they know what's coming.

It generally gets them onside and removes aggressive reaction. They can see that I'm doing my best by them, which helps me get along better with them. Early intervention makes the patrons more reasonable.

Q: Have you noticed that the patrons appreciate it?

A: For sure they like it! Its funny, it comes to the timing. If you try to interact, give them water too late then it's not as well received as it is when it's done early. It makes a big difference. We strive to do that, to act early. Patrons do say thankyou. They're surprised they've gotten the water and can see that we're there for them, taking an active interest in them having a good time. They like that. People are impressed too at getting a free bottle of water.

Q: Have you all improved more with implementing SASH the longer you've been doing it?

A: Staff are getting better at it as time goes by. At the start no one knew how it would be received. Now I'm getting called up to the bar for intoxic related things much less often. This is because staff are taking it upon themselves to take care of it before it becomes a problem.

Q: What works best about SASH?

A: The water and the early interaction go hand in hand and is what makes the

difference. If it was just interaction or just water it wouldn't work.

Q: Has the cost of the water been okay?

A: We spend \$100 a week on water or less and there's a lot less problems in the venue because of it. It's well worth it. Not only that but it keeps people around longer. Groups of patrons are definitely kept together. If you've got a group of patrons, any number of them, then again early intervention puts them onside as they realise the bar is on their side.

Q: Do you have any other comments please?

A: Water with the interaction makes the patron more comfortable. Security in venues quite often just stand there with their arms crossed and are just there to ask people to leave, they're not hospitable. But as the Three Cheers course says, it's all about hospitality. I've noticed our security have become a lot more hospitality based, it's made the guards think about the patron experience and realise that they're part of the team that helps us achieve that. It puts it in their hands, it means they can approach patrons, interact with them and give water when needed, which is kind of like a peace offering at times.

THREE CHEERS TRAINING VENUE ANALYSIS

Three Cheers is very grateful to Oxford Art Factory (OAF) for taking part in this trial. In a climate where it is difficult to ask venues to try on new ideas, let alone submit themselves to the scrutiny of a university monitored study, OAF has stepped up to do both.

OAF has faithfully deployed the SASH techniques so as to give them the best chance of making their impact. They

have also made available data from their incident registers and their financial records so the SASH influence can be measured.

Their willingness to do these things shows just how innovative OAF is and how committed they are to the healthy nightlife culture of Sydney.

Mark GERBER has led the charge on SASH implementation at OAF, being the one who agreed to do the trial. He has been closely supported by his bar manager Tim KEOWN in implementing the program.

Both GERBER and KEOWN gave valuable qualitative insights via their interviews on SASH, as shown in this report, on how, among other things, it has been received by patrons and by their frontline staff who deploy it.

The staff at OAF have been key to putting SASH into action, which they've done with competence and enthusiasm. They are a very capable team that is committed to great hospitality outcomes and experiences for their patrons. This makes it a natural fit for them to be able to deploy SASH well. It should be noted that OAF first went through the SASH training in 2016. They subsequently reported a drop in ATLS, however some key factors from the Three Cheers program were identified as not being delivered as well as they could be.

This is quite common amongst previously trained venues and is a big reason why this trial is so important, as it shows the benefits of proper SASH implementation (full staff participation in training, proper carrying out of SASH techniques) and allays any fears or concerns that a venue may have around some of its methods (e.g. cost of water handout).

OAF agreed to look to improve on these identified key measures and thus the pilot trial was born.

OAF have subsequently shown that they have been able to further decrease incidents by 44% below what was already a fairly low incident count. Significantly too, it's to their great credit that so far this year there have been no serious incidents i.e. violence, since implementation.

Three Cheers is also very thankful to both Professor Peter MILLER and Doctor Nic DROSTE of Deakin University for their support of this trial taking place. Having such respected academics involved is a great honour to the program and was the first key requirement for the trial to get underway.

Their ongoing participation, enthusiasm at the results and their support for the trial to be extended into more venues is the best research outcome this program could have obtained.

Three Cheers would welcome the opportunity to extend this trial into any licensed venue to show that SASH is equally applicable for strong results regardless of venue size, target market, licence type etc..

Three Cheers additionally believes that SASH is necessary to be deployed across the industry so as to increase safety, patron wellbeing, hospitality and to allow the industry to grow from strength to strength under conditions of more self-autonomy, where authorities would not be imposed upon so much for their intervention.

It is very encouraging and professionally satisfying that OAF is committed to keeping SASH going for the benefits they have witnessed it providing them.

OAF have demonstrated this by training up new staff through the course as they come on and also by discussing the program at staff meetings, which naturally creates conditions for improvement as work experiences are shared, which improves knowledge base.

Such is the nature of SASH that it is something that one is always looking to improve upon. This is due to a big part of it dealing with patron psychology, which often has common threads but at the same time can throw up some unique occasions along the way.

DEAKIN UNIVERSITY ANALYSIS

The findings look really promising, particularly the fact that the venue's revenue has remained the same alongside a reduction in all of the incident register data.

Obviously these results are very preliminary, we need to see these trends demonstrated over longer periods, 12 months or longer, so that seasonal variation can be factored in. It also needs to be trialled in more venues to see if the outcomes are replicated.

These are encouraging results.