

**SWORN STATEMENT OF CARLITA WARREN**

I, Carlita Warren of 154 Pacific Highway, St Leonards, in the State of New South Wales affirm as follows:

**Background**

1. I am the Policy & Public Affairs Director of the Restaurant and Catering Industry Association of Australia Inc, trading as Restaurant & Catering Australia (R&C).
2. R&C's strategic focus is to ensure owners and operators within the hospitality industry remain profitable and sustainable. R&C also aims to support continuous improvement of industry standards and professionalism.
3. The role of Policy & Public Affairs Director includes:
  - (a) Develop and implement R&C's policy, research and advocacy agenda;
  - (b) Research, write and prepare papers, reports and submissions including the preparation of policy papers, briefings and position papers;
  - (c) Analyse and assess new and emerging policy, program and legislative changes from governments and other bodies and communicate these changes to members and industry stakeholders;
  - (d) Conduct research and oversee development of research activities in support of R&C's policy and advocacy work;
  - (e) Build the Association's profile through the establishment and maintenance of research partnerships with external organisations and the broader community; and
  - (f) Develop and maintain strong working relationships with key internal and external stakeholders.

**About the Restaurant & Catering Industry**

4. As of June 2014, there were 35,457 café and restaurant businesses operating at the end of the financial year. This number is derived from *ABS 8165.0 Counts of Australian Businesses, including Entries and Exits, Jun 2010 to Jun 2014*.
5. Data sourced from the *ABS 8501.0 Retail Trade, Australia; State by Industry Subgroup, Original* for April 2015 indicates sector turnover for the café, restaurant and takeaway sector totalled \$39.8 billion for the Year Ending (YE) April 2015. Of this turnover, \$23.8 billion or 59.9 per cent was attributed to the café, restaurant and catering sector.

## **Methodology of Survey**

6. I conducted the Restaurant & Catering Australia Benchmarking Survey in 2014 as follows:
- (a) A Survey Monkey survey was designed by R&C, using a pre-existing Survey Monkey template that had been used the year prior (2013 Benchmarking Survey). The 2014 Benchmarking Survey was modelled off this survey to provide some consistency in questions asked the previous year. Additional employment-related survey questions were added to the 2014 Benchmarking Survey.
  - (b) Respondents were asked to answer the questions based on their 2012-13 financial return.
  - (c) In order to minimise question bias, survey answer options were randomised for each respondent completing the survey.
  - (d) The 2014 Benchmarking Survey (the Survey) was sent to 2,760 members and non-members of R&C. The recipient list was generated from R&C's database of members and non-members that have previously agreed to receive communication from the association, and had not chosen to unsubscribe from association communication.
  - (e) The survey closed on 24 February 2014. Three hundred and forty (340) members and non-members participated in the survey. Of the 340 participants, 121 participants completed the full survey. Completion rates varied from question to question.

Total Survey Respondents	Completion Rate
Fully Completed	121
Partially Completed	219
Total	340

- (f) In terms of the responses received, 340 businesses that participated in the survey represents 12.3 per cent of the sample size. For the completed surveys, the 121 responses represents 4.4 per cent of the sample size.

## **Benchmarking Survey Report & Results**

- 7. The attached Restaurant & Catering Australia Benchmarking Report 2014 is marked as Annexure 1 - Appendix A.
- 8. The R&C Benchmarking Report 2014 provides a snapshot of business conditions and issues identified in the Survey which consists primarily of small and medium sized enterprises.
- 9. Where possible, R&C compared the composition of respondents to data available from the ABS on the employment size of businesses.

#### *Size of respondent businesses*

10. The Benchmarking Survey asked respondents:
- (a) Of the responses received, 51.5 per cent of respondents indicated they employed 0-19 employees (small businesses), 44.6 per cent of businesses employed 20-199 employees (medium sized-businesses) and 3.9 per cent of businesses employed 200 or more.
  - (b) These figures were compared to ABS data disseminated through *Tourism Research Australia's (2013) Tourism businesses in Australia, June 2010 to June 2012* document.
  - (c) Data collected through this source indicates micro (1-4 employees) and small (5-19 employees) businesses represent 81.3 per cent of total employing businesses in the café, restaurant and takeaway food sector. Medium-sized businesses (20-199 employees) represent 17.8 per cent of total employing businesses and large businesses (200+ employees) represent 0.8 per cent of total employing businesses.
  - (d) When non-employing businesses are also considered, micro and small businesses represent 60.6 per cent of the total number café, restaurant & takeaway businesses, medium businesses represent 13.2 per cent and large businesses represent 0.7 per cent.
  - (e) The higher concentration of medium and large-sized businesses participating in the 2014 Benchmarking survey may be reflective of larger employer groups being members of the association.

#### *Employment-related survey questions*

The following information pertains to employment-related survey questions included in the 2014 Benchmarking Survey (See Annexure 1 - Appendix 2).

11. When asked whether their business was open on Sundays/Public Holidays:
- (a) 46.2 per cent of businesses indicated they were '*open both Sundays and Public Holidays*', 21.2 per cent indicated they were '*open Sundays but not Public Holidays*', 12.9 per cent were '*closed on Sundays and Public Holidays*', and 10.6 per cent were '*open on some Sundays and Public Holidays*', as detailed in Question 15 of Appendix 2.
  - (b) There was an additional 9.1 per cent that answered '*other*' which included written responses such as '*reduced hours*', and '*only open on Sundays for private functions*'.
12. Of those respondents who indicated that they were not open on Sundays/Public Holidays:
- (a) 90.9 per cent indicated they are not open due to '*the cost of penalty rates on Sundays/Public Holidays*'. A further 3.0 per cent indicated there was '*no market demand on Sundays/Public Holidays*', and 1.5 per cent indicated they closed for '*work-life balance*'. An additional 4.5 per cent answered '*other*', as detailed in Question 16 Appendix 2.
  - (b) There were no responses for '*cannot find staff to work on weekends*'.

- (c) Based on analysis of written 'other' responses, Responses 1& 2 were added to '*No market demand on Sundays/Public Holidays*' and Response 3 was added to the response count of '*cost of penalty rates on Sundays/Public Holidays*'.
- (d) This meant final percentages for this question were reflected in the Benchmarking Report as 92.4 per cent indicating they are not open on Sundays/Public Holidays due to '*the cost of penalty rates on Sundays/Public Holidays*', 6.1 per cent indicated there was '*no market demand on Sundays/Public Holidays*', and 1.5 per cent indicated they closed for '*work-life balance*'.
13. Of the respondents open on Sundays/Public holidays:
- (a) 63.9 per cent of businesses indicated they did not charge a surcharge, while 36.1 per cent of respondents indicated they did charge a surcharge on these days, as detailed in Question 17 of Appendix 2.
14. Respondents were asked what percentage amount they charge if they a surcharge. A text box was provided for respondents to communicate their response.
- (a) Based on the most common response to Question 18 detailed in Appendix 2, it was deduced that respondents most commonly charge a surcharge between 10-15 per cent.
15. When asked what has been the impact on weekend/public holiday penalty rates being enforced through the Restaurant Industry Award:
- (a) The most common response was that businesses had '*reduced staff working hours*' with 71.0 per cent of responses. A further 69.5 per cent of respondents indicated that '*the business owner works weekends*', while 39.7 per cent indicated they '*close on Public Holidays*'. In addition, 38.2 per cent of businesses had '*reduced trading hours on weekends*', 14.5 per cent indicated they were '*closed on Sunday*', and 6.1 per cent indicated they had not changed their business practices.
- (b) 19.8 per cent of respondents answered 'other' which included a range of written responses, as detailed in Question 19 of Appendix 2.
16. When asked what would be the most beneficial change to the Restaurant Industry Award, if the Award was to change:
- (a) The most common response was '*no weekend penalty rates for casuals*' at 71.2 per cent of responses. In addition, 69.7 per cent of businesses indicated '*a reduction in Public Holiday rates*' would be the most beneficial change. A '*flat Saturday/Sunday penalty at the Saturday rate i.e. 1.25 on weekends*' was the third most common response, at 57.6 per cent of responses. A further 43.9 per cent indicated '*no weekend penalties for any additional hours worked by casuals*', as detailed in Question 20 of Appendix 2.
- (b) 40.2 per cent indicated an '*abolition of weeknight penalty rates of 10% after 10pm and 15% after 12am*', and 22.7 per cent indicated '*a reduction in classification levels*'.

- (c) 9.8 per cent of respondents answered 'other', which included a range of written comments, as detailed in Question 20 of Appendix 2.
17. Respondents were asked how many additional hours they would be willing to employ staff during the peak period if any of the above changes were implemented.
- (a) Respondents were provided a text box to communicate their answer. Responses are detailed in Question 21 of Appendix 2.
- (b) Given responses to the question were varied, the amount of additional hours was not quantified in the final Benchmarking Report.
- (c) Instead, it was deduced that 91.8 per cent of respondents to this question would either hire additional staff, offer staff additional hours or would return to Sunday trading in some capacity.
18. When asked whether the Restaurant Industry Award reduced productivity in their workplace:
- (a) 85.4 per cent of respondents indicated 'yes', 3.1 per cent indicated 'no', and 11.5 per cent indicated they were 'unsure', as detailed in Question 25 of Appendix 2.

**SWORN at Sydney, New South Wales**

Signature of deponent



Name of witness

Paula M Magana M

Address of witness

L3 154 Pacific Hwy, St. Leonards 2065

Capacity of witness

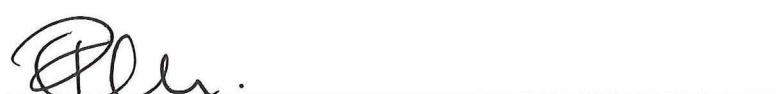
Accountant CPA 9456772.

**To be completed by witness:**

I certify the following matters concerning the making of this sworn statement by the person who made it:

- I saw the face of the person ; and
- I have known the person for at least 12 months OR I have not known the person for at least 12 months, but I have confirmed the person's identity using an identification document and the document I relied on was .....

Signature of witness



# 2014

## INDUSTRY BENCHMARKING REPORT



2012-2013

FINANCIAL YEAR RESULTS



Restaurant  
& Catering

# RESTAURANT & CATERING AUSTRALIA

Restaurant & Catering Australia (R&CA) is the national industry association representing the interests of 35,000 restaurants, café and catering businesses across Australia. R&CA delivers tangible outcomes to small businesses within the hospitality industry by influencing the policy decisions and regulations that impact the sector's operating environment.

R&CA is committed to ensuring the industry is recognised as one of excellence, professionalism, profitability and sustainability. This includes advocating the broader social and economic contribution of the sector to industry and government stakeholders, as well as highlighting the value of the restaurant experience to the public.

## About the INDUSTRY BENMARKING SURVEY

R&CA's *Industry Benchmarking Survey* is an industry-based survey of business conditions in the restaurant, café, and catering industry. The survey monitors key trends in business costs, profitability, labour and skills shortages, as well as the general business environment. The survey is distributed to restaurant and catering business owners and senior managers across Australia.



Restaurant  
& Catering

Cover images courtesy of Tourism Australia

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## EXECUTIVE SUMMARY

Restaurant & Catering Australia's (R&CA) Industry Benchmarking Survey was distributed to 2,760 restaurant, café and catering businesses in late November 2013, marking the 5<sup>th</sup> edition of the industry survey. Three hundred and forty (340) members and non-members of the association responded to the survey, providing information based on their 2012-13 financial return.

A majority of respondents to the survey were small businesses employing 0-19 employees. The average turnover of these businesses totalled \$930,658 in the 2012-13 financial year. Most participants owned or operated suburban or regionally-based restaurants, with 76.2 per cent of participants having over 10 years' experience in the sector.

Results of the 2014 Industry Benchmarking Survey revealed business trading conditions remain weak, with 53.8 per cent of businesses indicating their net profit had decreased over the past three years. There was also an increase in the number of respondents who believed profitability would decrease over the next 12 months, now representing 45.8 per cent of respondents compared to 39.0 per cent in 2012.

Staff costs including wages, payroll tax, workers compensation, and training continued to dominate business expenses, representing 45.3 per cent of business costs. Food and beverage costs remain the second and third largest business expenses at 29.3 per cent and 30.7 per cent respectively. This year's survey also saw marked increases in occupancy costs including rent and rates and taxes.

Food quality, consistency, service quality and meeting customer expectations remain the most important factors in running a business successfully, which remains consistent with responses received in previous years' surveys.

Around 60.8 per cent of respondents have vacancies within their businesses, with 22.3 per cent indicating they were having extreme difficulty finding staff. Cooks and Chefs ranked the most difficult vacancies to fill, with Supervisors and Managers also ranked as positions where it was difficult to find staff. Interestingly, 32.3 per cent of businesses indicated overseas workers were useful in filling job vacancies, however 45.1 per cent of respondents indicated they had not used this type of recruitment process.

Finally, this years' survey examined the trading practices of businesses on Sundays and Public Holidays, including the impact of the Restaurant Industry Award on business activities on these days. The survey revealed 92.4 per cent of businesses that close on Sundays and Public Holidays do so due to the cost of penalty rates. Businesses owners indicated they have reduced staff hours and increased the number of hours they work in the business as a result of weekend and public holiday rates being enforced through the Award. A reduction in penalty rates on the weekends was seen as the most beneficial change in running a hospitality business successfully.

# PROFILE OF RESPONDENTS

R&CA's 2014 Benchmarking Survey was distributed to 2,760 restaurant, café and catering business owners and senior managers across Australia. The survey was distributed to members and non-members of the association who were recorded in the organisation's database as willing to receive electronic mail from the association. Three hundred and forty businesses (340) participated in the 2014 survey. Respondents were from a range of businesses of different sizes, with over 76.2 per cent of the respondents having worked in the industry for more than 10 years. Respondents were asked to answer questions based on their 2012-13 financial return. Where appropriate, these results have been compared to data from previous year's survey

## NUMBER OF BUSINESSES OWNED AND OPERATED

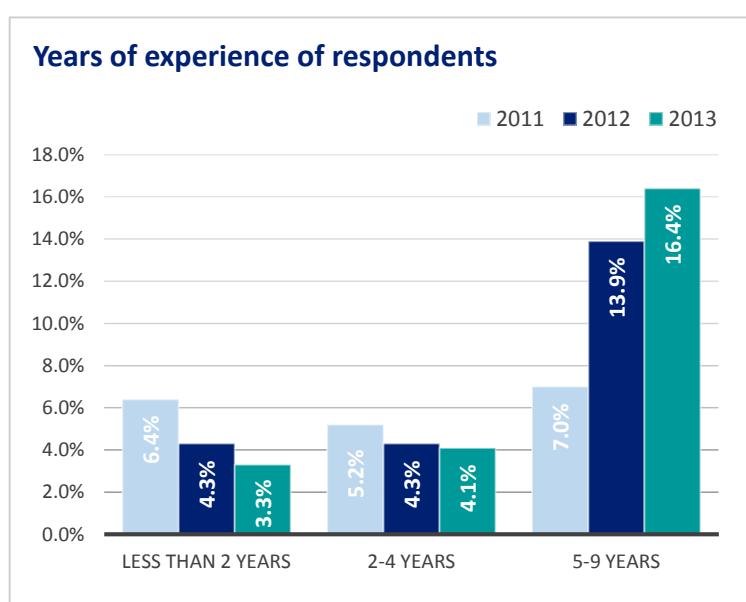
A majority of respondents (65.1 per cent of businesses) indicated they operate one business, however 25.6 per cent own 2-3 businesses, with a further 9.3 per cent of respondents indicating they operate four or more establishments.

## BUSINESS SIZE

This year an additional question was asked regarding the size of business operations based on employment classifications used by the Australian Bureau of Statistics (ABS). It was found that 51.5 per cent of respondents employed 0-19 employees (small businesses), 44.6 per cent of businesses employed 20-199 employees (medium-sized businesses), and 3.9 per cent of businesses employed 200 or more (large businesses). Employment data collected from the ABS indicates 81.3 per cent of restaurant, café and takeaway businesses in the tourism sector are small businesses, 17.8 per cent are medium-sized businesses, and 0.8 per cent of businesses are large businesses<sup>1</sup>. The higher concentration of medium and large-sized businesses participating in the Benchmarking Survey may be reflective of larger employer groups being members of the association.

## YEARS OF EXPERIENCE

A majority of respondents (76.2 per cent) indicated they had more than 10 years' experience in the sector. These figures are reflective of results recorded in last year's survey which found 77.4 per cent of respondents had over 10 years' experience. Approximately 16.4 per cent of respondents had been in the sector for 5-9 years, while 4.1 per cent had between 2-4 years' experience. Only 3.3 per cent of respondents indicated they had been open less than two years. Interestingly, an analysis of respondents who had less than 5-9 years' experience revealed a

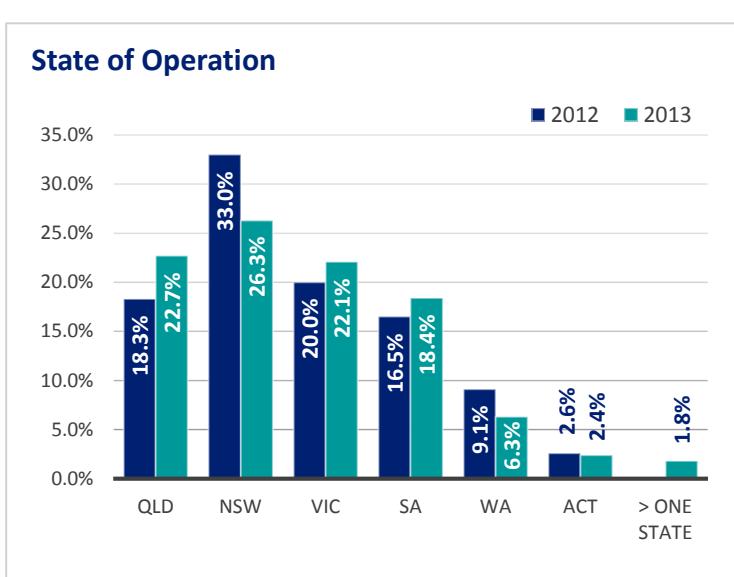


<sup>1</sup> Tourism Research Australia (2013) *Tourism businesses in Australia, June 2010 to June 2012*, p 6

declining number of operators that had been open less than 2 years, as well as a declining number of business owners with 2-4 years' experience. This trend may be reflective of the overall decline seen in business entries recorded by the ABS. The ABS *Counts of Australian Businesses including entries and exits* revealed there were 239,229 new business entries in 2012-13, compared to 300,843 in 2011-12<sup>2</sup>. For the Accommodation and Food Services sector, there were 11,357 entries compared to 14,309 exists in 2012-13<sup>3</sup>.

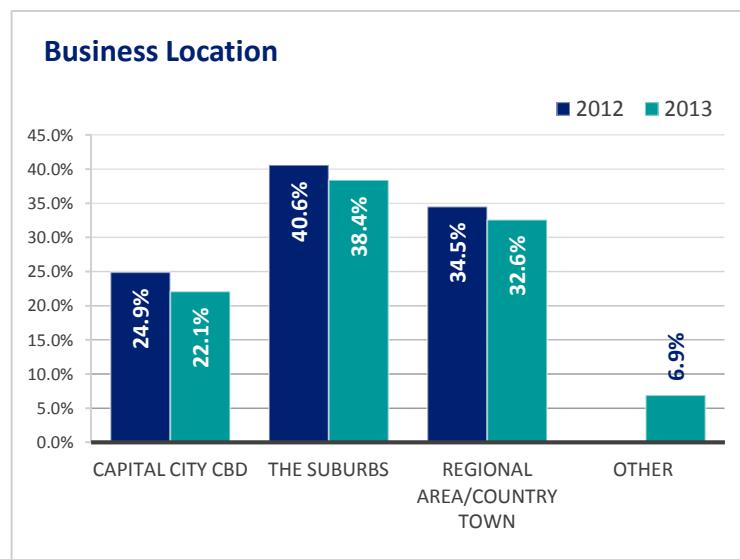
## STATE OF OPERATION

A majority of survey respondents were based in New South Wales (26.3 per cent), followed by Queensland (22.7 per cent) and Victoria (22.1 per cent). Respondents from South Australia represented 18.4 per cent of survey participants, while respondents from Western Australia accounted for 6.3 per cent. Interestingly, 1.8 per cent of participants indicated they operated in more than one state. Compared to the 2012 survey, there was an increase in respondents from Queensland, Victoria and South Australia, which each had response rates of 18.3 per cent, 20.0 per cent, and 16.5 per cent respectively in 2012.



## LOCATION

Restaurants located in the suburbs accounted for the largest number of survey respondents at 38.5 per cent; this compares to 40.6 per cent of survey participants in 2012. Participants from regional areas, as well as restaurants based in capital city CBDs represented 34.5 per cent and 24.9 per cent of responses respectively. This year, 6.7 per cent of respondents indicated they were located in 'other' destinations which included popular tourism destinations and major metropolitan areas such as Wagga, Wollongong, Mornington Peninsula and the Gold Coast.



<sup>2</sup> ABS (2014) *Count of Australian Businesses including entries and exits June 2009 to June 2013 Category 8165.0*

<sup>3</sup> ABS (2014) *Count of Australian Businesses including entries and exits June 2009 to June 2013 Category 8165.0, p 13*

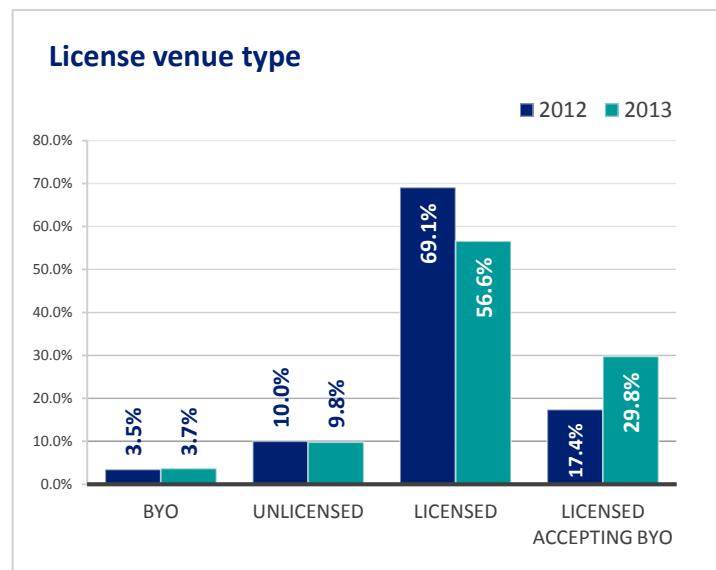
## OWNERSHIP TYPE

Businesses operating as private companies was the most common ownership structure, with 52.4 per cent of respondents indicating they were private companies, followed by a trust at 18.2 per cent. Businesses operating as a partnership accounted for 15.1 per cent of responses, with sole traders accounting for 9.0 per cent of survey participants. This is largely in line with numbers recorded in last year's survey. Only 6 per cent of respondents indicated they were part of franchise operation; this compares to 5.2 per cent of survey respondents in 2012.

## LIQUOR LICENSING

A majority of survey participants indicated they were licensed (56.6 per cent), with 29.8 per cent indicating they were licensed accepting BYO. Close to 10 per cent indicated they were unlicensed and 3.7 per cent indicated they were BYO.

Interestingly, there was an increase in licensed premises accepting BYO and a decrease in licensed venues when compared to last year's results, possibly reflecting a change in business operations as a result of consumer preferences or costs of operation.



## LEASING

A vast majority of respondents (88.4 per cent) indicated they lease the land on which their business operates, with 87.5 per cent indicating that the building in which their business operates was rented. This is a marked increase from 2012 survey results which found that 77 per cent of respondents rented both the land and building in which they operated.

## NUMBER OF MEALS IN THE PEAK AND LOW SEASONS

This year's survey question regarding the average number of meals served was revised to reflect feedback from respondents that it would depend on the time of year. Respondents indicated that during the low season, the average number of covers is approximately 1,500 meals per month, while during the peak season, this could reach 2,700 meals. This is slightly different to the responses received in 2012 which indicated businesses served on average between 100-500 meals per week (approximately 433-2,166 meals a month).

## SEATING CAPACITY

Respondents were asked to indicate the indoor and outdoor seating capacity of their establishments. A majority of respondents indicated they had an indoor seating capacity of 51-100 seats (44.3 per cent). The next most common seating capacity was 1-50 seats (25.4 per cent). In terms of outdoor dining, 68.0 per cent of respondents indicated they had alfresco dining spaces of up to 50 seats. The next most common outdoor dining configuration was 51-100 seats at 28.0 per cent. Only 5.0 per cent of respondents had outdoor dining areas larger than 100 seats, which were most likely to be associated with catering businesses, franchise operations or restaurants located in a club, pub or tavern.

# BUSINESS EXPECTATIONS

The following section details business expectations in relation to profit, costs, and the general business operating environment. Where appropriate, comparisons have been made with survey data from surveys conducted previous years.

## BUSINESS TURNOVER & NET PROFIT

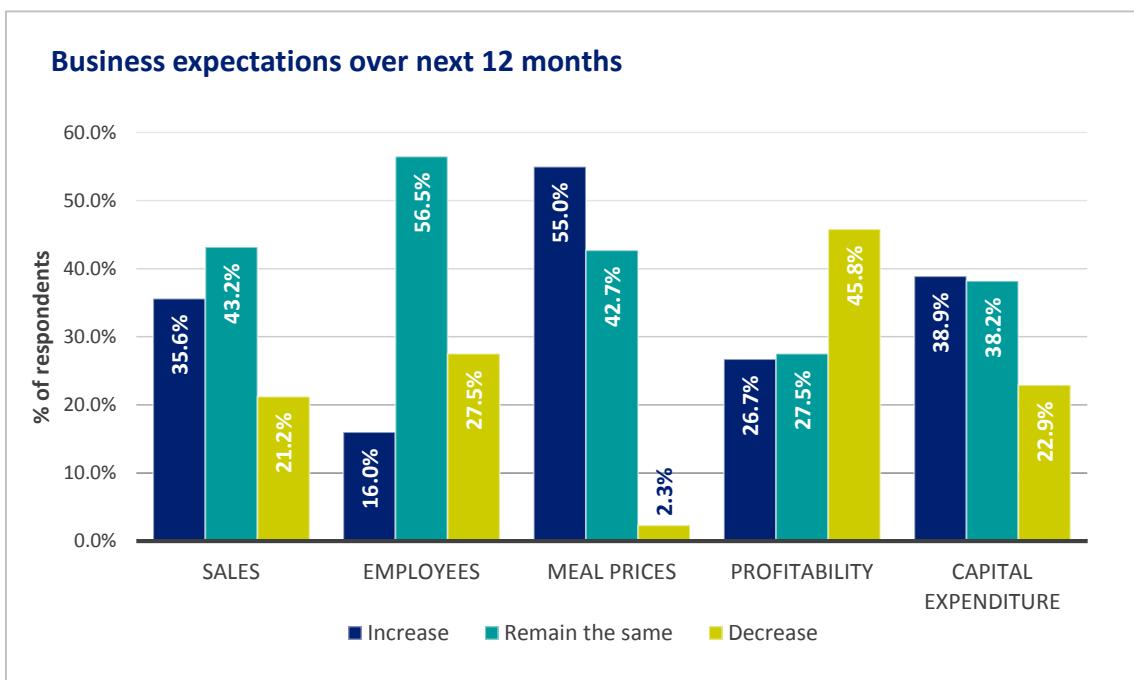
Business turnover data has been reflected differently this year to take into account the size of restaurant businesses participating in the survey. The 2014 survey found that small businesses (0-19 employees) had an average turnover of \$930,658 for the 2012-13 financial year. For medium-sized enterprises (20-199 employees), the average turnover was around \$3.3 million, with large restaurant businesses (200+ employees) recording an average yearly turnover of \$22.6 million.

Size of Establishment	0-19 Employees SMALL	20-199 Employees MEDIUM	200 + Employees LARGE
Average turnover	\$930,658	\$3,320,185	\$22,618,227
% of respondents	52.9 per cent	42.8 per cent	4.3 per cent

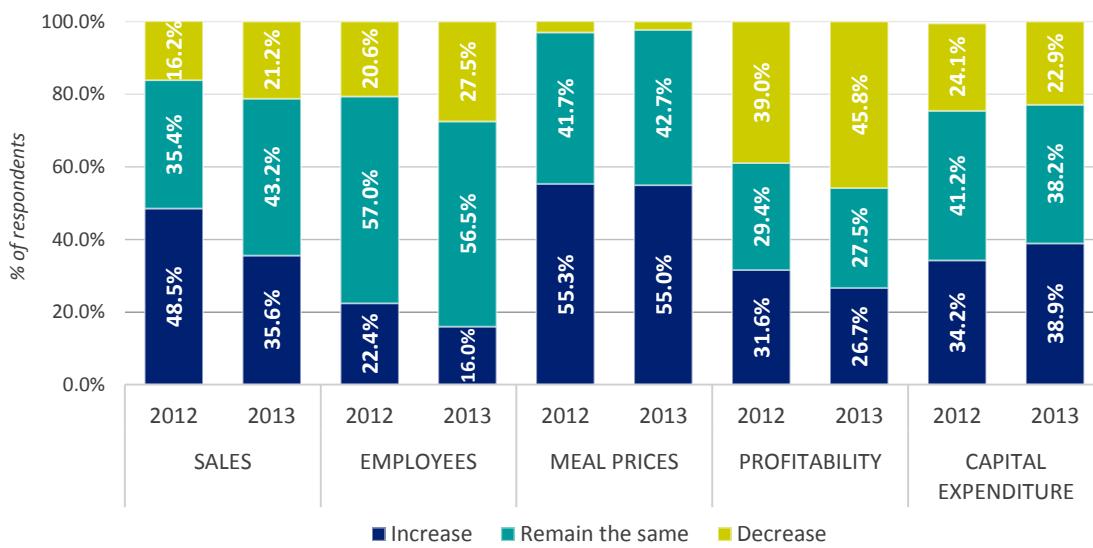
In relation to the performance of net profit over the past three years, 53.8 per cent of businesses indicated that their net profit had decreased. Only 16.5 per cent of respondents indicated their net profit had increased over the past three years.

## BUSINESS EXPECTATIONS FOR NEXT 12 MONTHS

Respondents were asked how they expected their business to trend over the next 12 months in relation to probability, sales, employee numbers, menu and meal prices, profitability, and capital expenditure. The following responses were recorded:



## Business performance over next 12 months: 2012 - 2013 comparison



### Sales

The majority of respondents (43.2 per cent) indicated that they believed sales would remain the same over the next 12 months, followed by 35.6 per cent that believed sales would increase. This differs vastly from 2012 results which found that 48.5 per cent of respondents believed sales would increase, 35.4 per cent believed sales would remain the same, and 16.2 per cent believed sales would decrease.

### Number of employees

A majority of respondents indicated that staffing levels would remain the same over the next 12 months (56.5 per cent), with a further 27.5 per cent indicating staffing levels would decrease. Interestingly, there has been an increase in the number of respondents who believe employee numbers will decrease from 20.6 per cent in 2012 to 27.5 per cent in this year's survey.

### Menu and meal prices

A vast majority of respondents indicated that meal prices would increase in the next 12 months (55 per cent). Another 42.7 per cent of respondents indicated that meal prices would remain the same. This is relatively consistent with findings from the 2012 survey which found that 55 per cent of respondents thought prices would increase, with 41 per cent indicating prices would remain the same.

### Profitability

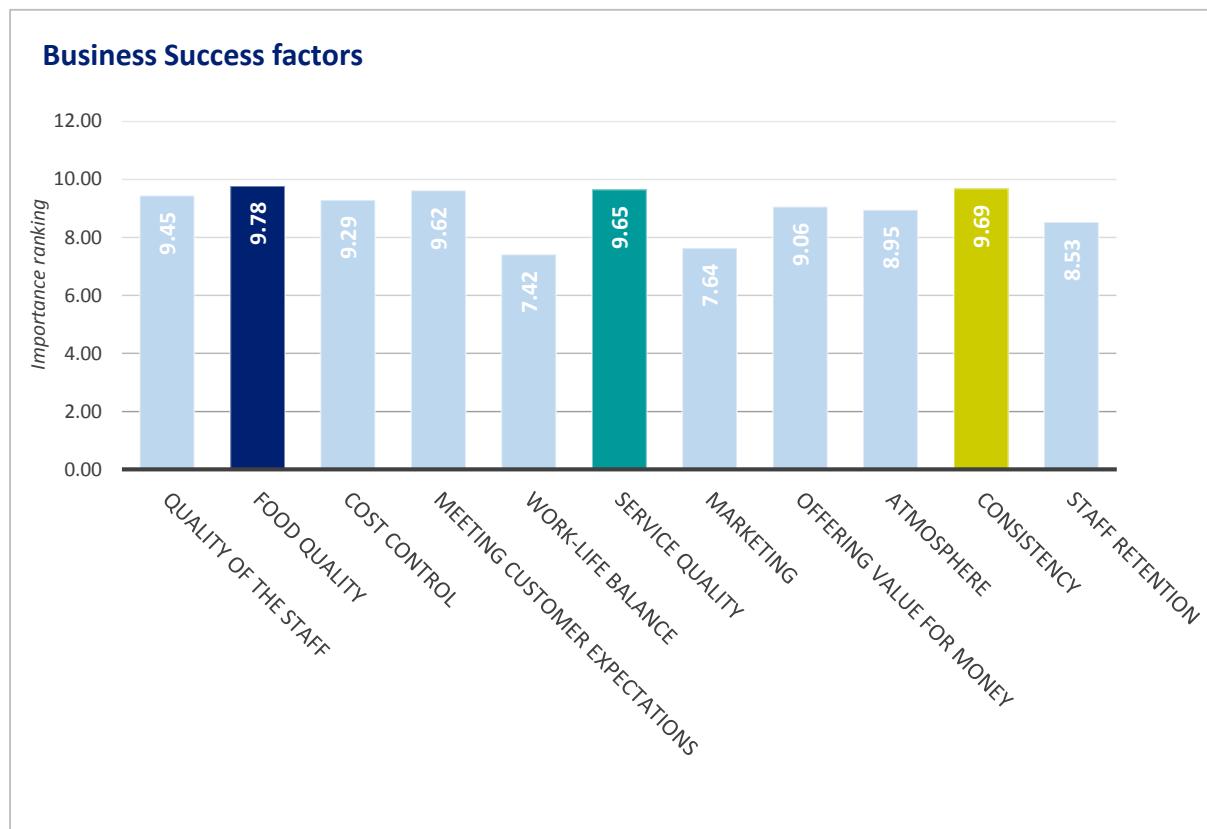
There has been an increase in the number of respondents who believe profitability will decrease over the next 12 months (45.8 per cent of respondents), compared to 39.0 per cent of respondents last year. The number of respondents who believe profitability will increase has also decreased from 31.0 per cent to 26.7 per cent.

### Capital Expenditure

In the 2014 survey, 38.9 per cent of respondents believed capital expenditure would increase, while 38.2 per cent believed capital expenditure would remain the same over the next 12 months. These results are roughly in line with those collected in 2012, with 34.2 per cent of operators indicating capital expenditure would increase and 41.2 per cent indicating capital expenditure would remain the same.

## BUSINESS SUCCESS FACTORS

Respondents were asked to indicate what factors they believe to be most important in running their business successfully. Respondents indicated that food quality, consistency, and service quality were the most important factors. Meeting customer expectations came in a close forth behind service quality. Interestingly, these answers are consistent with responses received in R&CA's 2012 survey which ranked food quality, retaining good staff, consistency, and meeting customer expectations as the most important success factors.



# BUSINESS COSTS AND EXPENSES

R&CA has prepared analysis of key business expenses for the 2012-13 financial year. R&CA has cross-referenced these figures with information obtained from surveys conducted in previous years. Key findings are summarised below.

## FOOD & BEVERAGE COST OF SALES

For the 2012-2013 period, restaurants indicated that their average food cost of sales was around 29.3 per cent, slightly lower than the average recorded in 2012 of 29.9 per cent. The average beverage cost of sales has increased to 30.7 per cent, compared to a figure of 28.1 per cent recorded in 2012.

Item	2012-13	2011-12	2010-11
Food (cost of sales %)	29.3%	29.9%	36%
Beverage (cost of sales %)	30.7%	28.1%	39%

## OCCUPANCY COSTS

The 2012-2013 period saw marked increases in occupancy costs across the board including rent, rates and taxes, and property insurance. The largest increase was recorded in rent, with respondents indicating this expense accounted for 9.9 per cent of expenses during the 2012-2013 period. Rates and taxes also increased to 3.1 per cent compared to a figure of 2.4 per cent in 2011-2012. Property Insurance totalled 1.5 per cent of total business expenses in 2012-13; largely in line with figures recorded in 2011-12 and 2010-11.

Item	2012-13	2012-11	2011-10
Rent %	9.9%	6.8%	6.5%
Rates & Taxes (Outgoings) %	3.1%	2.4%	0.7%
Property Insurance %	1.5%	1.0%	1.5%
Total Occupancy Costs %	14.4%	10.5%	6.5%

### Rent per square meter

This year respondents were asked questions regarding the size of their restaurant and rent paid for use of this space. It was found that the average cost of rent per square meter was \$454.72 per year. When asked how their rent was reviewed, a majority of respondents indicated rent was reviewed based on CPI (57.9 per cent), while a further 19.8 per cent of respondents indicated their rent was based on market review. A further 9.1 per cent indicated rent was based on turnover, with 13.2 per cent of respondents indicating their rent was determined based on a mix of CPI and market reviews.

## BUSINESS COSTS AND OUTLAYS

Respondents were asked to provide an indication of the various costs associated with operating their business. The list below does not represent all business expenses experienced by a restaurant, nor will all expenses listed apply to some establishments. The following fields are an average of common business expenses based on the standard chart of accounts.

Expense Item	2012-13	2011-12	2010-11
Food ( <i>food cost to food sales</i> )	29.3%	29.9%	36%
Beverage ( <i>beverage cost to beverage sales</i> )	30.7%	28.1%	39.0%
Rent	9.9%	6.8%	6.5%
Rates & Taxes	3.1%	2.4%	0.7%
Property Insurance	1.5%	1.0%	1.5%
Electricity, lighting and gas	3.3%	2.7%	2.8%
Wages and salaries ( <i>including Super</i> )	39.3%	38.4%	37.0%
Staff on-costs ( <i>Payroll Tax, Workers Compensation</i> )	4.4%	7.0%	7.0%
Staff training	1.6%	1.2%	1.5%
Equipment, Depreciation / Lease	2.9%	2.7%	1.5%
Repairs, maintenance & replacement	2.4%	2.1%	1.8%
Cleaning, laundry and rubbish removal	1.5%	1.8%	2.2%
Insurance	1.5%	1.4%	2.0%
Interest	1.0%	1.7%	1.2%
Accounting & management	1.8%	1.4%	2.0%
Advertising & promotion ( <i>including social media/website</i> )	2.6%	2.3%	1.7%
Printing & stationary	0.8%	1.1%	1.3%
Credit card charges	1.1%	1.3%	1.7%
Telephone & postage	1.0%	1.1%	1.0%
Travel ( <i>including motor vehicle expenses</i> )	1.1%	0.6%	0.5%

Wages and salaries continued to dominate business expenses in 2012-2013, now representing 39.3 per cent of total business expenses. This represents a slight increase on 2011-12 figures which found wages and salaries accounted for approximately 38.4 per cent of business expenses.

Staff costs including wages, payroll tax, workers compensation, and training now account for 45.3 per cent of business expenses. Food and beverage costs remain the second and third largest business expenses at 29.3 per cent and 30.7 per cent respectively. However, this year's survey saw a marked increase in rent expenses to 9.9 per cent from 6.8 per cent recorded in 2011-12.

### SUNDAY TRADING

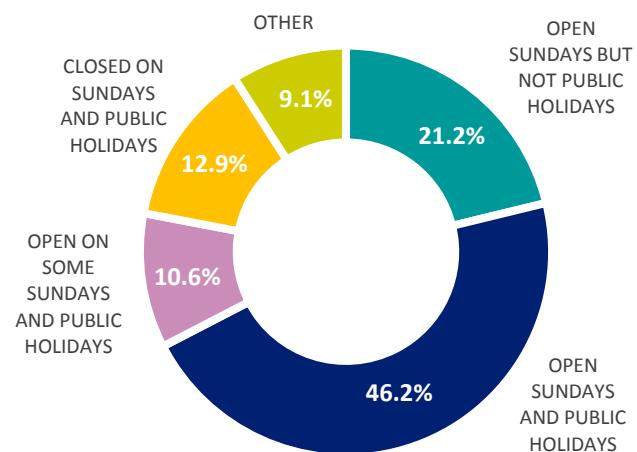
Businesses were asked whether they trade on Sundays and Public Holidays. Around half of businesses indicated they are open on Sundays and Public Holidays (46.2 per cent), with 21.2 per cent open Sundays but not Public Holidays. A further 10.6 per cent trade on some Sundays and Public Holidays, whereas 12.9 per cent of respondents are closed both Sundays and Public Holidays.

When asked the reason for closing on these days, 92.4 per cent of restaurants that close on Sundays and Public Holidays do so due to the cost of penalty rates on these days. A further 6.1 per cent indicated they

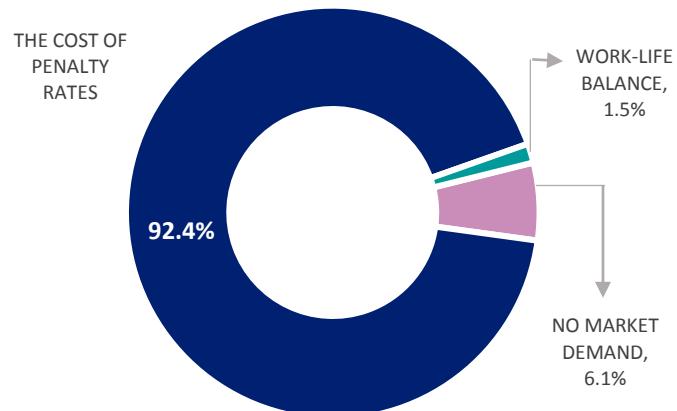
**92.4 PER CENT  
OF RESTAURANTS  
THAT CLOSE ON  
SUNDAYS AND PUBLIC  
HOLIDAYS DO SO DUE  
TO THE COST OF  
PENALTY RATES ON  
THESE DAYS.**

**STAFF COSTS INCLUDING WAGES,  
PAYROLL TAX,  
WORKERS COMPENSATION, AND  
TRAINING NOW ACCOUNT FOR  
45.3 PER CENT OF BUSINESS  
EXPENSES.**

**Sundays and Public Holiday trading**



**Reasons for not operating on Sundays/Public Holidays**



close due to low or no market demand on these days. Only 1.5 per cent of respondents indicated they close on Sundays and Public Holidays to try and achieve a work-life balance.

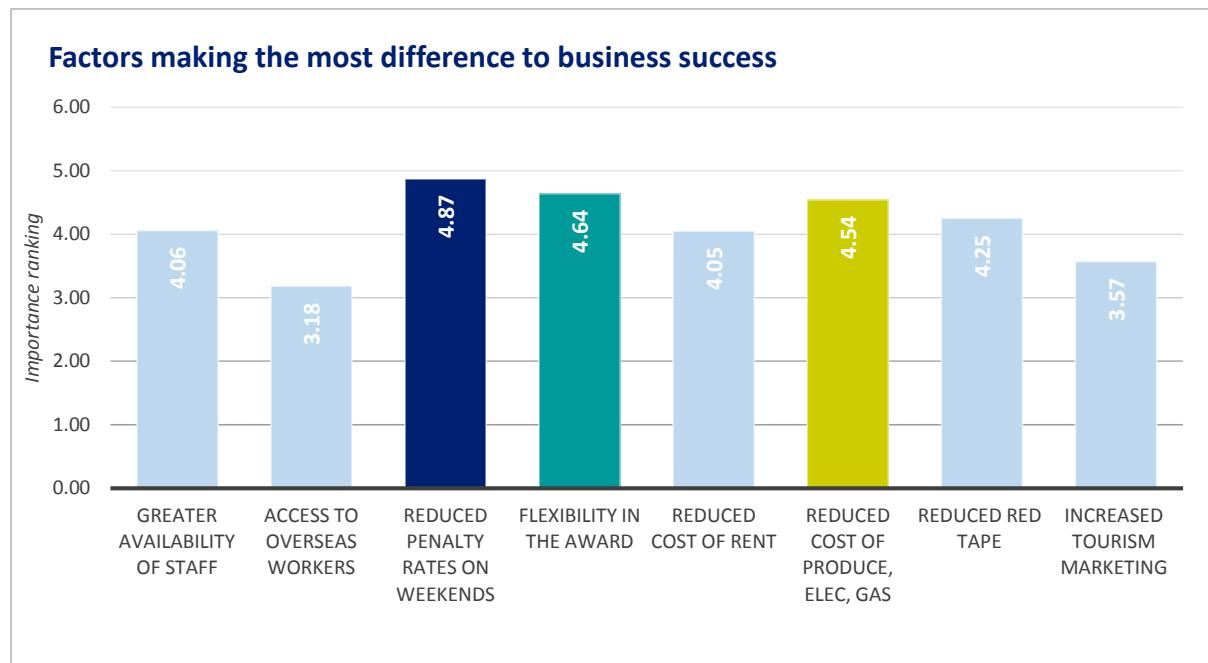
Of those establishments that trade on Sundays and Public Holidays, only 36.1 per cent charge a surcharge. The majority of establishments (63.9 per cent) do not charge a surcharge on these days. When asked what surcharge rate is applied, the most common responses were between 10-15 per cent.

**“PATRONS WANT THE CONVENIENCE OF DINING EVERY DAY OF THE WEEK BUT OBJECT TO SURCHARGES TO COVER EXTRA LABOUR COSTS”**

**Respondent 15**

### IMPROVING BUSINESS PERFORMANCE

A new question was posed this year with regards to improving business performance. Businesses were asked what changes to their current operating environment would make the biggest difference to running their business successfully. A reduction in penalty rates on the weekends was seen as the most beneficial change in running a hospitality businesses successfully (an importance rating of 4.87 out of 5), followed by greater flexibility in the Restaurant Industry Award (importance rating of 4.64), and the reduced cost of produce, electricity and gas (importance rating of 4.54). These responses may be a reflection of the increases seen in business expenses outlined in the previous section, business costs and outlays.

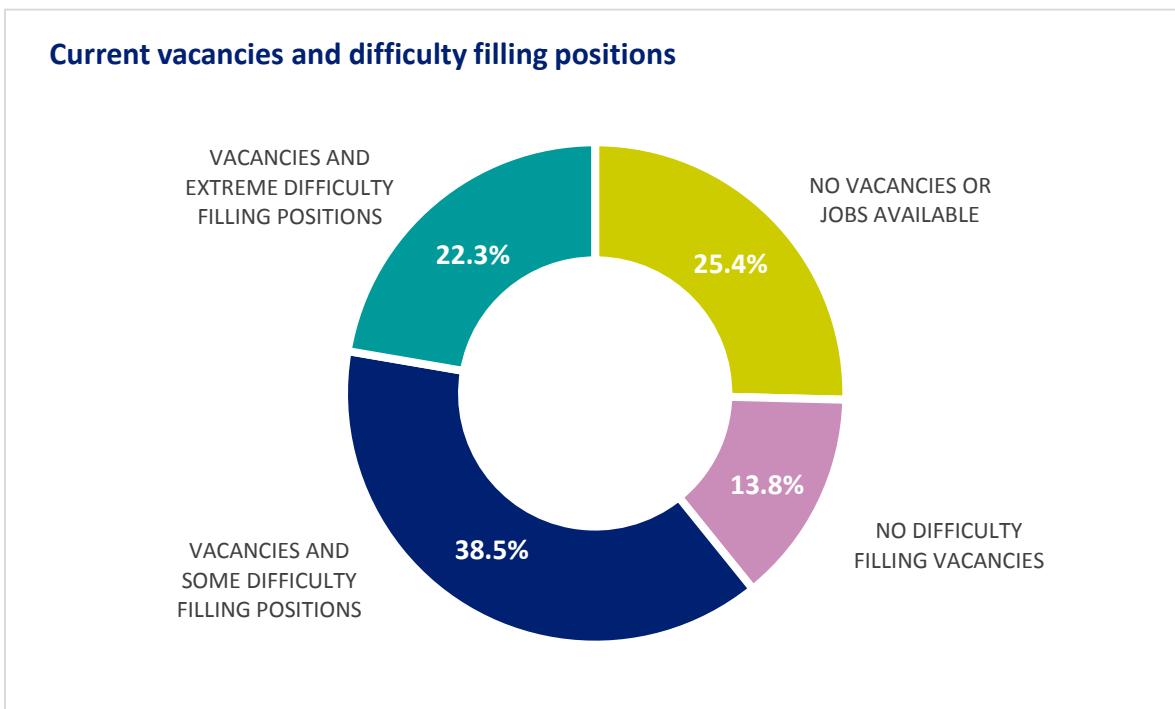


# LABOUR & SKILLS

Respondents were asked a series of questions regarding the availability and ease of finding staff for their establishments. Where appropriate, these results have been compared to data from previous surveys.

## VACANCY RATE

Results from this years' survey found that 60.8 per cent of businesses currently have vacancies within their businesses; with 22.3 per cent indicating they were having extreme difficulty finding staff. A further 38.5 per cent indicated they had vacancies and had some difficulty finding staff. About a quarter of businesses (25.4 per cent) indicated they did not have any vacancies.

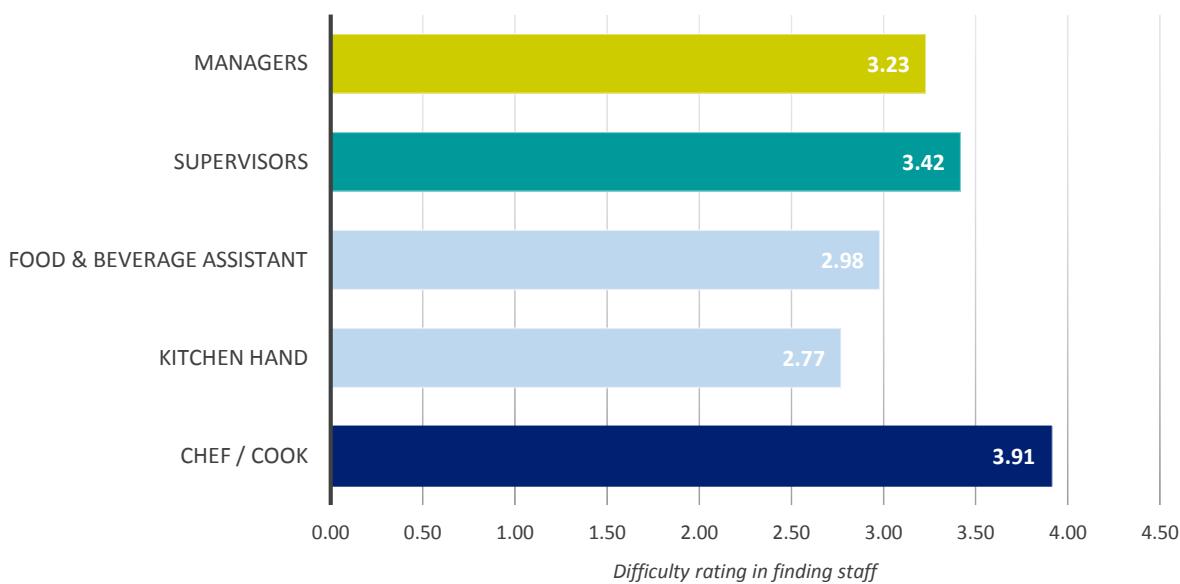


When asked how hiring staff compared to last year, 52.7 per cent of businesses indicated it was about the same, with 35.7 per cent indicating it was more difficult than last year to find staff. Only 11.6 per cent indicated that it was easier than last year to find staff. This is comparable to last year's survey results which found 37.3 per cent of businesses found it more difficult to find staff, with only 10.5 per cent indicating it was easier to find staff compared to the previous year.

## POSITIONS MOST IN DEMAND

Respondents were asked how easy or difficult it has been to fill certain vacant positions over the past 12 months. Chefs, Cooks and Managers ranked the most difficult vacancies to fill, with 42.0 per cent of respondents indicating it was very difficult to find Cooks and Chefs (difficulty rating of 3.91 out of 5). A further 40.0 per cent of respondents indicated it was very difficult to find Managers (difficulty rating of 3.23). In addition, 29.5 per cent and 34.8 per cent of respondents indicated it was either very difficult or difficult to find Supervisors, bringing the average difficulty rating for Supervisors higher than that for managers (difficulty rating of 3.42). Interestingly, 45.8 per cent of respondents indicated they were experiencing an average level of difficulty finding Food and Beverage Attendants, with a further 34.4 per cent of respondents indicating they had an average level of difficulty finding Kitchen Hands.

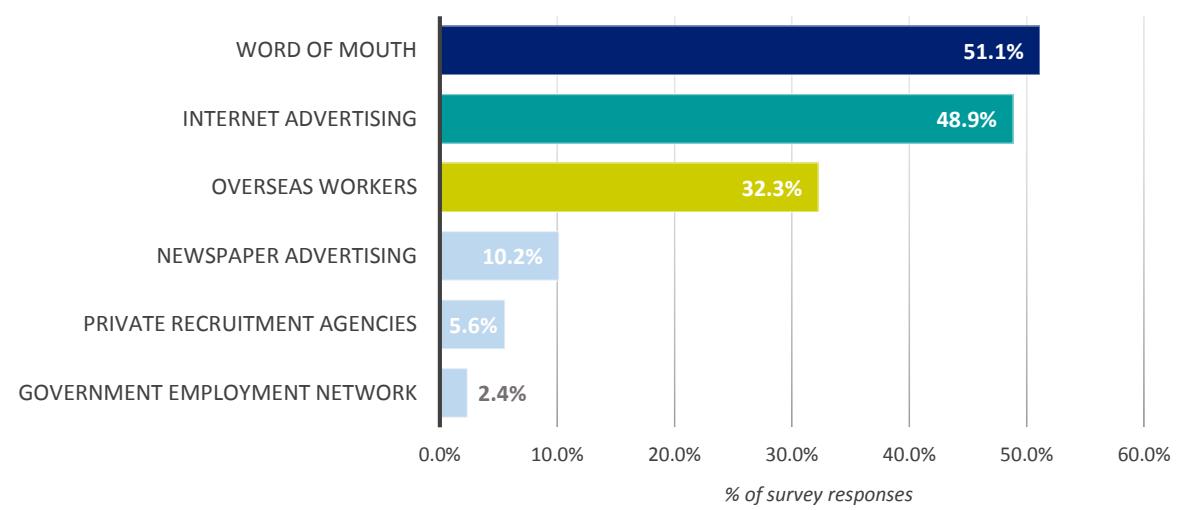
### Difficulty finding hospitality staff over past 12 months



### RECRUITMENT PRACTICES OF EMPLOYERS

Respondents were asked which recruitment methods were most useful in attracting staff to their business. Word of mouth was considered the most effective recruitment method, with 51.1 per cent of businesses indicating this method was most 'useful' in attracting staff. Internet advertising came in second, with 48.9 per cent of respondents indicating this method was useful. Interestingly, 32.3 per cent of businesses indicated overseas workers were useful in filling job vacancies, however 45.1 per cent of respondents indicated they had not used this type of recruitment process. Newspaper advertising, private recruitment practices, and government employment services (Job Network) were ranked as the least useful recruitment services for filling vacancies.

### Useful recruitment methods



# INDUSTRIAL RELATIONS

This year a series of questions were posed regarding the impact of the Restaurant Industry Award on business viability and profitability. This is in addition to information sought over trading practices on Sundays and Public Holidays. The results have been summarised below.

## IMPACT OF THE RESTAURANT INDUSTRY AWARD

Businesses were asked what the impact had been of weekend and Public Holiday penalty rates being enforced through the Restaurant Industry Award. A resounding 71.0 per cent of businesses indicated that they had reduced staff hours, followed by 69.5 per cent of respondents indicating that the business owner now works weekends. A further 39.7 per cent of businesses indicated that they close on Public Holidays, with 38.2 per cent of respondents indicating they reduced trading hours on these days. In addition, 32.8 per cent of respondents indicated that they charge a surcharge on these days.

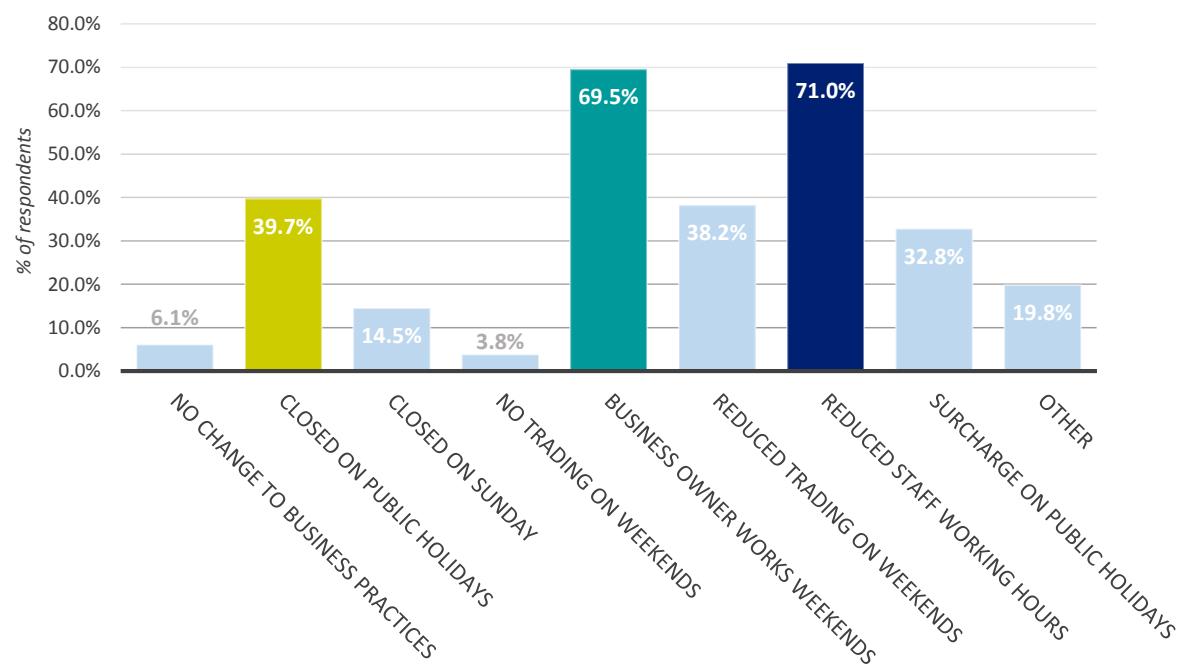
This compares to similar data collected in 2012 which revealed 41.1 per cent of business owners or managers worked on weekends, 33.3 per cent of respondents close on public holidays, and 18.2 per cent of respondents reduce trading hours as a result of penalty rates being enforced through the Award. What differs significantly is the amount of businesses that indicated they now close on Sundays, with an increase in responses from 3.9 per cent in 2012 to 14.5 per cent in this year's survey.

**“[PENALTY RATES]**

**REDUCE THE QUALITY OF THE  
EXPERIENCE AS [WE] CAN’T  
AFFORD TO HAVE THE RIGHT  
AMOUNT OF STAFF ON”**

Respondent 24

**Impact of weekend and public holiday rates**



# **"[WE ARE] WORKING AT A LOSS - BUT OPEN ON PUBLIC HOLIDAYS DUE TO GOOD PUBLIC SERVICE "**

**Respondent 11**

Businesses also provided qualitative responses to this question, detailing the difficulty in balancing operating costs on these days with the perception and community expectation they will trade on Sundays and Public Holidays. Some of the responses include:

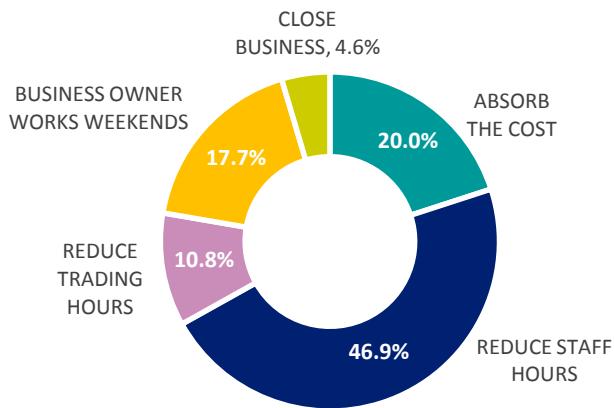
- “[We are] working at a loss - but open on public holidays due to good public service”;
- “We have tried all things to turn a profit but the penalties are too high”; and
- “[Penalty rates] reduce the quality of the experience as [we] can’t afford to have the right amount of staff on.”

## **INCREASES IN THE MINIMUM WAGE UNDER THE RESTAURANT INDUSTRY AWARD**

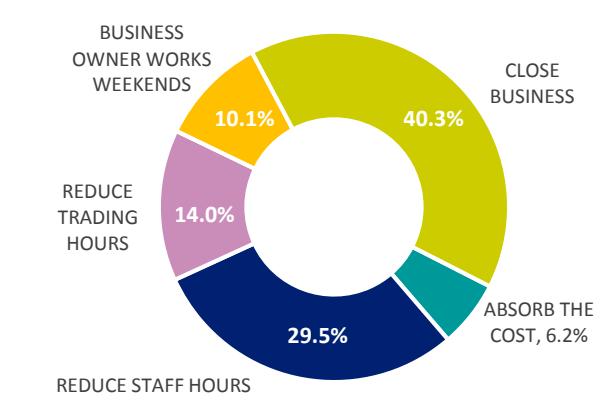
Respondents were asked what the impact would be if the Fair Work Commission increased the minimum wage by 2 or 5 per cent respectively. Respondents indicated that if the minimum wage was to increase by 2 per cent, 46.9 per cent would reduce the hours of their staff. This was followed by 20.0 per cent of businesses that indicated that there would be no change to their business - they would simply absorb the cost. A further 17.7 per cent of businesses indicated that the business owner would work weekends, with a further 10.8 per cent indicating they would reduce trading hours. Close to 5 per cent of business operators indicated that they would be unable to operate and would have to close their business.

If the minimum wage was increased by 5 per cent, 40.3 per cent of businesses indicated they would be unable to operate and would close their business. A further 29.5 per cent indicated they would reduce the hours of staff, while 14.0 per cent indicated they would reduce their trading hours. Only 6.2 per cent of businesses indicated that there would be no change to business practices and that they would absorb the cost.

**Impact of 2% increase in minimum wage**



**Impact of 5% increase in minimum wage**



## PRODUCTIVITY AND THE RESTAURANT INDUSTRY AWARD

Over 85.4 per cent of businesses indicated that the Restaurant Industry Award reduces their productivity in the workplace, with only 3.1 per cent indicating it did not impact their productivity. A further 11.5 per cent of businesses were unsure of the impact. In addition, 56.6 per cent of respondents indicated that the Award classification of Food and Beverage Attendant was not appropriate for front of house staff. Only 22.5 per cent indicated it was appropriate, while a further 20.9 per cent were unsure.

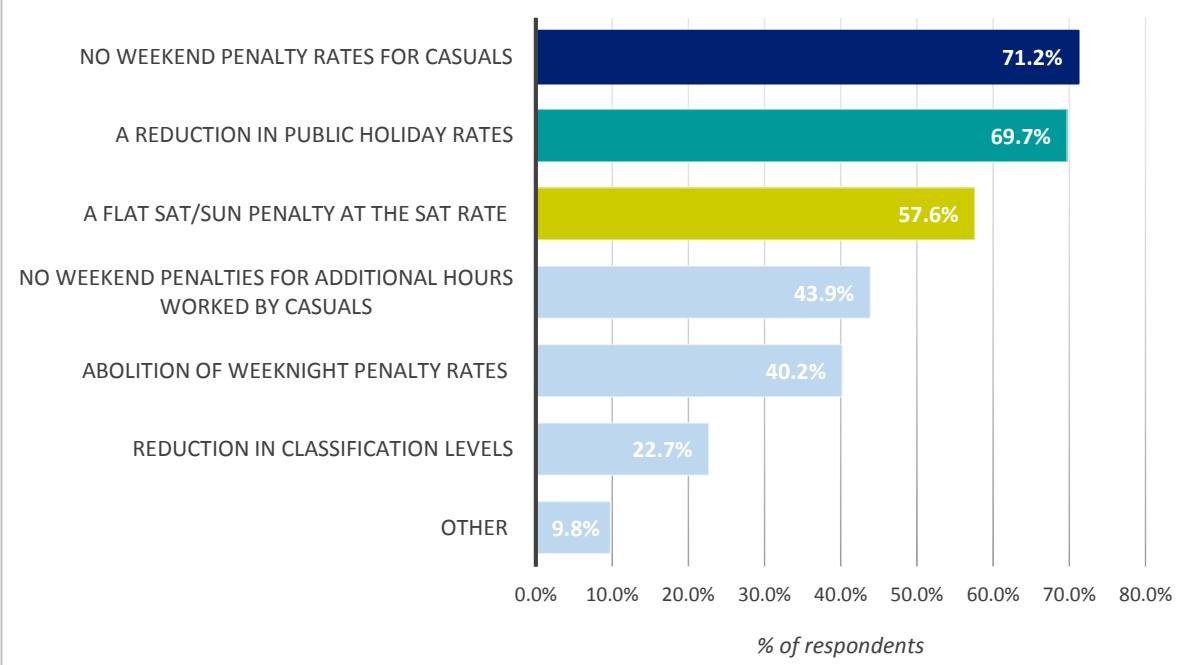
“BACK OF HOUSE CLASSIFICATIONS ARE INCORRECT AND POORLY WORDED”

Respondent 24

## CHANGES TO THE RESTAURANT INDUSTRY AWARD

Businesses were asked if the Restaurant Industry Award was to change, what would be the most beneficial change for their business. Approximately 71.2 per cent of respondents indicated no weekend penalties for casuals would make the most difference to operating their businesses efficiently, followed by a reduction in public holiday rates (69.7 per cent of respondents). A further 57.6 per cent of respondents indicated that a flat Saturday/Sunday penalty at the Saturday rate (i.e. time and a quarter on weekends) would make the most difference to their business. In addition, respondents that answered ‘other’ suggested paying penalties for a six or seventh day worked as opposed to weekend penalties, would better reflect the seven-day nature of the sector.

### Most beneficial changes to Restaurant Industry Award



## RESULT OF CHANGES TO THE AWARD

Respondents were asked if changes were implemented to the Restaurant Industry Award in line with the above, what would be the impact on their business. Approximately 91.8 per cent of respondents indicated they would hire additional staff, offer staff additional hours, or would return to Sunday trading.

Some of the qualitative responses provided by survey respondents are highlighted below.

**“HIGH MINIMUM WAGES AND PENALTY RATES = LESS TRADING HOURS, LESS STAFF HOURS. IT'S PUTTING BUSINESS OWNERS OUT OF BUSINESS WHICH MEANS FEWER JOBS”**

Respondent 54

**“WE COULD EMPLOY MORE STAFF TO WORK WEEKENDS, WHICH ARE OUR CORE BUSINESS HOURS”**

Respondent 44

**“I ENJOY HIRING AND PAYING STAFF, I'D LIKE TO HIRE MORE, [BUT] I DON'T THINK THE PROFIT IS THERE, THAT'S WHY MY WIFE AND I BOTH WORK 60-90 HOURS PER WEEK”**

Respondent 64

**“I WOULD BE WILLING TO INCREASE LABOUR TO INCREASE SERVICE STANDARD AND REDUCE STAFF STRESS”**

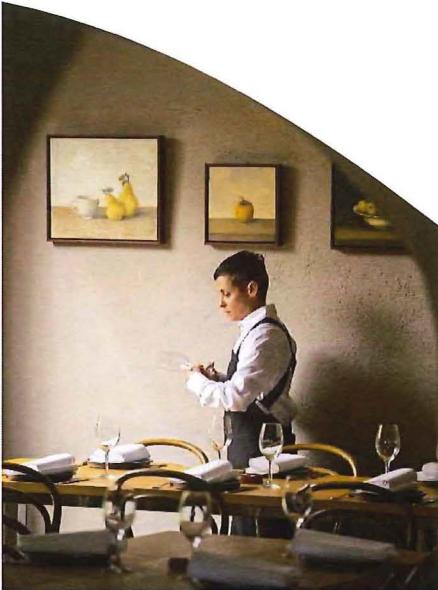
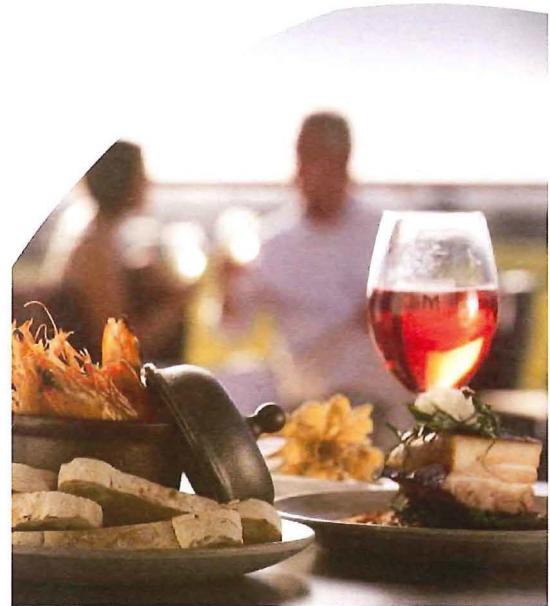
Respondent 77

## **RESTAURANT & CATERING AUSTRALIA**

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Restaurant  
& Catering



# 2014 Industry Benchmarking Survey

## EMPLOYMENT-RELATED SURVEY QUESTIONS

# Restaurant Catering Australia - Industry Benchmarking Survey 2014

## Question 15



### Are you open on Sundays/Public Holidays?

#### Answer Options

- Yes - I am open Sundays but not Public Holidays
- Yes - I am open both Sundays and Public Holidays
- Yes - I am open on some Sundays and Public Holidays
- No - I am closed on Sundays and Public Holidays
- Other

#### Response Percentage

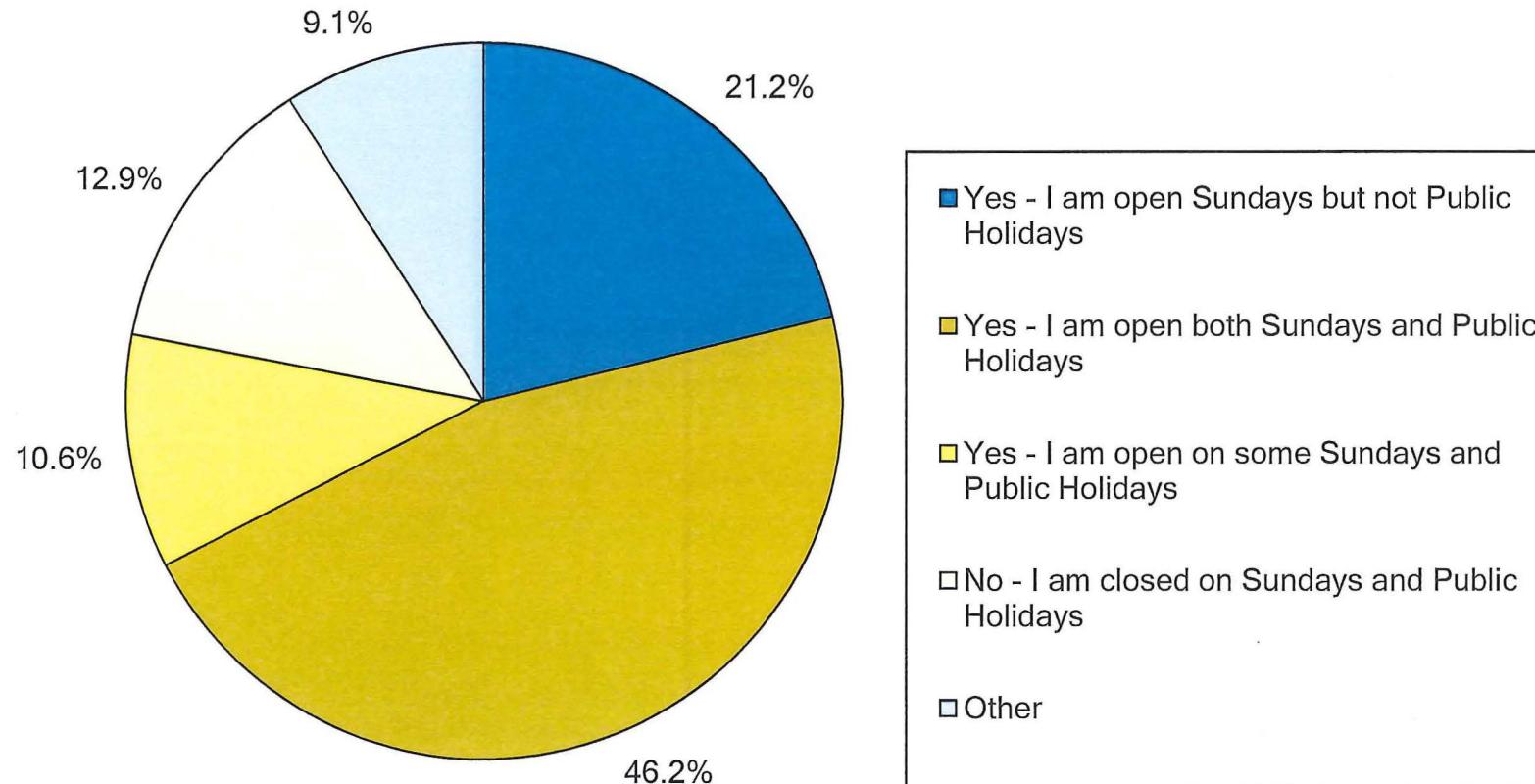
Answer Option	Response Percentage
Yes - I am open Sundays but not Public Holidays	21.2%
Yes - I am open both Sundays and Public Holidays	46.2%
Yes - I am open on some Sundays and Public Holidays	10.6%
No - I am closed on Sundays and Public Holidays	12.9%
Other	9.1%

Number	Response Date	Other (please specify)
1	Feb 22, 2014 12:12 AM	reduced hours on public holidays
2	Feb 19, 2014 1:19 PM	Sunday functions only
3	Feb 19, 2014 12:17 AM	Open all Sundays and some public holidays
4	Feb 17, 2014 5:54 AM	only open 3 hrs on Sunday (was 8 hrs) & not on Public Holidays any more
5	Feb 17, 2014 4:13 AM	Sundays and Some Public Holidays
6	Feb 14, 2014 7:04 AM	open sunday & Bank holidays but closed mon to thurs lunch
7	Feb 13, 2014 8:49 AM	Open all sundays, closed some public holidays
8	Feb 13, 2014 8:09 AM	yes because its in my lease. i wouldnt otherwise
9	Feb 10, 2014 1:52 AM	Open every Sunday we close on some public holidays
10	Jan 29, 2014 7:33 AM	We open on Sundays for private functions only
11	Jan 17, 2014 6:38 AM	Yes I am open Sundays and some public holidays
12	Jan 16, 2014 1:42 AM	Trade Sun lunch only and closed most Public Holidays (7 in total)

#### Analysis:

Based on the highest number of responses, 46.2% of businesses trade on Sundays and Public Holidays. 12.9% of businesses are closed on Sundays and Public Holidays.

## Are you open on Sundays/Public Holidays?



## Question 16



If you ARE NOT open on Sundays/Public Holidays, what is the main reason you are not open on these days?

Answer Options	Response Percentage
No market demand on Sundays/Public Holidays	3.0%
The cost of penalty rates on Sundays/Public Holidays	90.9%
Cannot find staff to work on weekends	0.0%
Work-life balance	1.5%
Other	4.5%

Number	Response Date	Other (please specify)
1	Feb 20, 2014 2:40 AM	Not licensed for Sunday's, low demand for public holidays
2	Feb 7, 2014 7:14 AM	we are coastal so generally no market on a public holiday that is a monday
3	Jan 20, 2014 1:39 AM	penalty rates

Note: Based on analysis of written responses, Response 1& 2 were added to 'No market demand on Sundays/Public Holidays' and Response 3 was added to the response count of 'cost of penalty rates on Sundays/Public Holidays' for the final Benchmarking report as indicated below

If you ARE NOT open on Sundays/Public Holidays, what is the main reason you are not open on these days?

Answer Options	Response Percentage
No market demand on Sundays/Public Holidays	6.1%
The cost of penalty rates on Sundays/Public Holidays	92.4%
Cannot find staff to work on weekends	0.0%
Work-life balance	1.5%
Other	0.0%

## Question 17

If you ARE open on Sundays/Public Holidays, do you charge a surcharge?

### Answer Options

YES

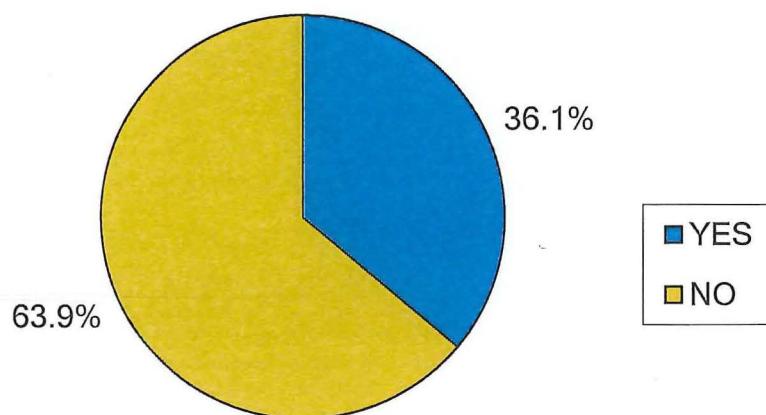
NO

### Response Percent

36.1%

63.9%

If you ARE open on Sundays/Public Holidays, do you charge a surcharge?



### Analysis:

*Based on the highest number of responses, 63.9% of businesses do not charge a surcharge on Sundays and Public Holidays, however over a third of respondents do charge a surcharge on Sundays/Public Holidays.*

## Question 18



If you charge a surcharge, what percentage rate (%) do you charge?

Open Responses

**Analysis:**

*Based on the most common response to this question, respondents charge a surcharge between 10-15%*

Number	Response Date	Response Text
1	Feb 22, 2014 12:12 AM	Public holidays only - 10% but it doesn't cover the increase in wage costs
2	Feb 21, 2014 1:37 AM	10
3	Feb 21, 2014 12:55 AM	10% only if we open a public holiday
4	Feb 20, 2014 9:50 AM	15
5	Feb 20, 2014 9:01 AM	5
6	Feb 20, 2014 6:53 AM	15
7	Feb 20, 2014 5:50 AM	10
8	Feb 20, 2014 2:53 AM	10
9	Feb 20, 2014 2:09 AM	10
10	Feb 20, 2014 2:04 AM	15
11	Feb 20, 2014 1:08 AM	Double the charge for catering staff and add 15% to the food charge
12	Feb 20, 2014 12:56 AM	10
13	Feb 20, 2014 12:45 AM	15
14	Feb 20, 2014 12:35 AM	10
15	Feb 20, 2014 12:17 AM	10
16	Feb 20, 2014 12:12 AM	20
17	Feb 19, 2014 10:39 PM	1.5
18	Feb 19, 2014 9:15 AM	10
19	Feb 19, 2014 4:36 AM	15

## Restaurant Catering Australia - Industry Benchmarking Survey 2014

20	Feb 19, 2014 1:38 AM	15
21	Feb 19, 2014 12:39 AM	10
22	Feb 19, 2014 12:17 AM	12
23	Feb 17, 2014 4:13 AM	20
24	Feb 17, 2014 4:12 AM	15% usually a set menu and incorporated into the menu price
25	Feb 16, 2014 11:16 PM	10%
26	Feb 16, 2014 9:01 PM	15
27	Feb 14, 2014 12:12 AM	10
28	Feb 13, 2014 11:50 PM	15% only on public holidays
29	Feb 13, 2014 10:43 PM	15
30	Feb 13, 2014 8:49 AM	10%
31	Feb 13, 2014 8:09 AM	15 not enough
32	Feb 13, 2014 6:26 AM	15% PH only
33	Feb 11, 2014 11:43 PM	15
34	Feb 10, 2014 2:11 AM	n/a
35	Feb 10, 2014 1:19 AM	Pass on direct cost increases - we are a caterer not retailer
36	Feb 7, 2014 10:32 PM	10
37	Feb 7, 2014 12:14 PM	15
38	Feb 7, 2014 11:09 AM	PEOPLE HATE SURCHARGE AND EXPECT CAFES TOP BE OPEN - I DONT - BUT SHOULD - IM IN A LOCAL COMMUNITY AND I THINK IF I DID CHARGE IT WOULD TURN AWAY BUSINESS ACROSS THE BOARD
39	Feb 7, 2014 7:14 AM	\$5 per person - isn't it illegal to charge a percentage?
40	Feb 7, 2014 5:57 AM	15 only on Public Holidays
41	Feb 6, 2014 10:44 PM	\$3.00 PER PERSON
42	Jan 28, 2014 12:45 AM	Public holidays only and different menus with increase approx 5%
43	Jan 27, 2014 10:47 PM	10
44	Jan 17, 2014 7:21 PM	3
45	Jan 16, 2014 1:42 AM	10%
46	Jan 16, 2014 1:38 AM	10
47	Jan 16, 2014 1:20 AM	10
48	Jan 16, 2014 1:00 AM	0

## Question 19



What has been the impact on weekend/public holiday penalty rates being enforced through the Restaurant Industry Award? (You may select more than one response)

Answer Options	Response Percent
No impact - I have not changed my business practices	6.1%
Closed on Public Holidays	39.7%
Closed on Sunday	14.5%
No trading on weekends	3.8%
Business owner works on the weekend	69.5%
Reduced trading hours on weekends	38.2%
Reduced staff working hours	71.0%
Surcharge on public holidays/Sundays	32.8%
Other (please specify)	19.8%

*Analysis:*

*Based on the highest number of responses, 'reduced staff working hours' and 'business owner works on the weekend' were the most common impacts of weekend/public penalty rates being enforced through the Restaurant Industry Award.*

# Restaurant Catering Australia - Industry Benchmarking Survey 2014

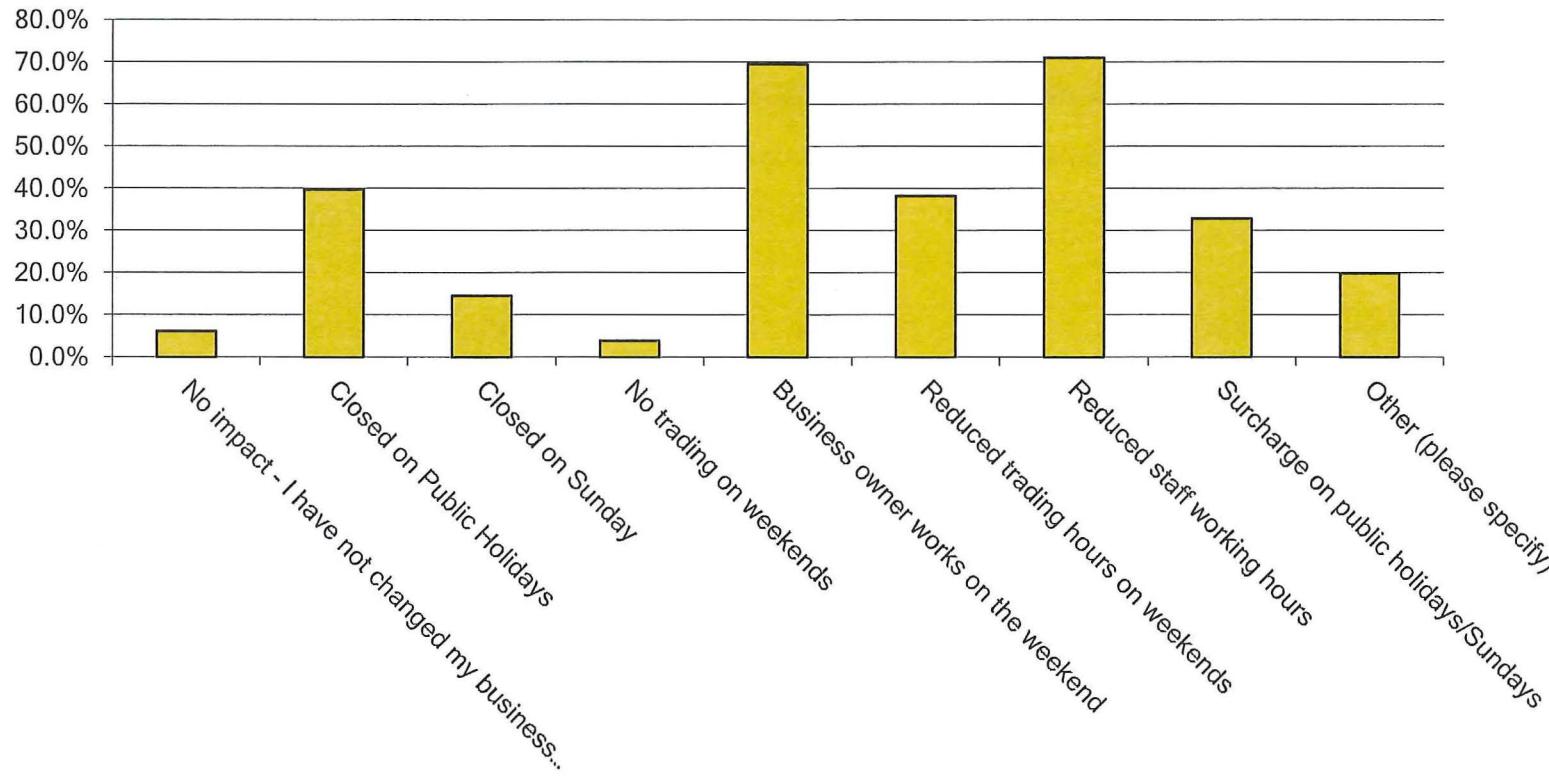


Number	Response Date	Other (please specify)
1	Feb 23, 2014 7:47 AM	close whenever possible on Public Holidays
2	Feb 21, 2014 1:22 AM	reduced hours on public holidays, rely more on juniors, planning to further reduce operating hours
3	Feb 21, 2014 1:05 AM	We have tried all things to turn a profit but the penalties are to high
4	Feb 20, 2014 11:26 PM	Increased prices
5	Feb 20, 2014 11:06 PM	unable to service tourist trade on public holidays
6	Feb 20, 2014 2:41 AM	Absorbed all extra costs
7	Feb 20, 2014 1:25 AM	We have always paid award rates....
8	Feb 20, 2014 1:00 AM	None, we have always paid penalty rates but we have always lost money on Sundays
9	Feb 20, 2014 12:19 AM	looking at closing on selected days
10	Feb 19, 2014 4:26 AM	we just work harder to break even
11	Feb 19, 2014 12:40 AM	working at a loss - but open on ph due to good public service
12	Feb 19, 2014 12:24 AM	Closed some public holidays
13	Feb 18, 2014 9:28 AM	we are struggling through it
14	Feb 17, 2014 4:16 AM	Closed on some Public Holidays
15	Feb 16, 2014 9:10 PM	In 2014 our business will be closing on Sundays and public holidays as a result of the penalty rates.
16	Feb 14, 2014 7:07 AM	hVE TO COMPROMISE SERVICE MORE THAN ID LIKE - WOULD EMPLOY MORE PEOPLE MORE HOURS WITHOUT IT
17	Feb 14, 2014 12:14 AM	angry customers, disappointed staff
18	Feb 13, 2014 11:54 PM	People think the surcharge rate is our normal rate so reflects as expensive
19	Feb 13, 2014 10:44 PM	closed some PH
20	Feb 13, 2014 1:25 PM	Considering closing sunday lunch and all day bank holiday because I loose money on too many of these days
21	Feb 13, 2014 8:52 AM	More likely to roster on younger staff members (under the age of 20)
22	Feb 13, 2014 7:12 AM	increased wages
23	Feb 13, 2014 6:29 AM	no casuals on PH, reduced casuals on Sundays
24	Feb 12, 2014 1:10 AM	also reduces quailty of expereince as cant afford to have the right amount of staff on
25	Feb 8, 2014 1:34 AM	Lose money most weekends. Considering options.
26	Feb 7, 2014 5:59 AM	We are operating under a collective employee agreement

## Restaurant Catering Australia - Industry Benchmarking Survey 2014



What has been the impact on weekend/public holiday penalty rates being enforced through the Restaurant Industry Award?



## Question 20

If the Restaurant Industry Award was to change, which of the following would be the most beneficial for your business? (You may select more than one response)

Answer Options	Response Percent
No weekend penalties for any additional hours worked by casuals	43.9%
Abolition of weeknight penalty rates of 10% after 10pm and 15% after 12am	40.2%
A flat Saturday/Sunday penalty at the Saturday rate i.e. 1.25 on weekends	57.6%
No weekend penalty rates for casuals	71.2%
Reduction in classification levels	22.7%
A reduction in Public Holiday rates	69.7%
Other (please specify)	9.8%

### Analysis:

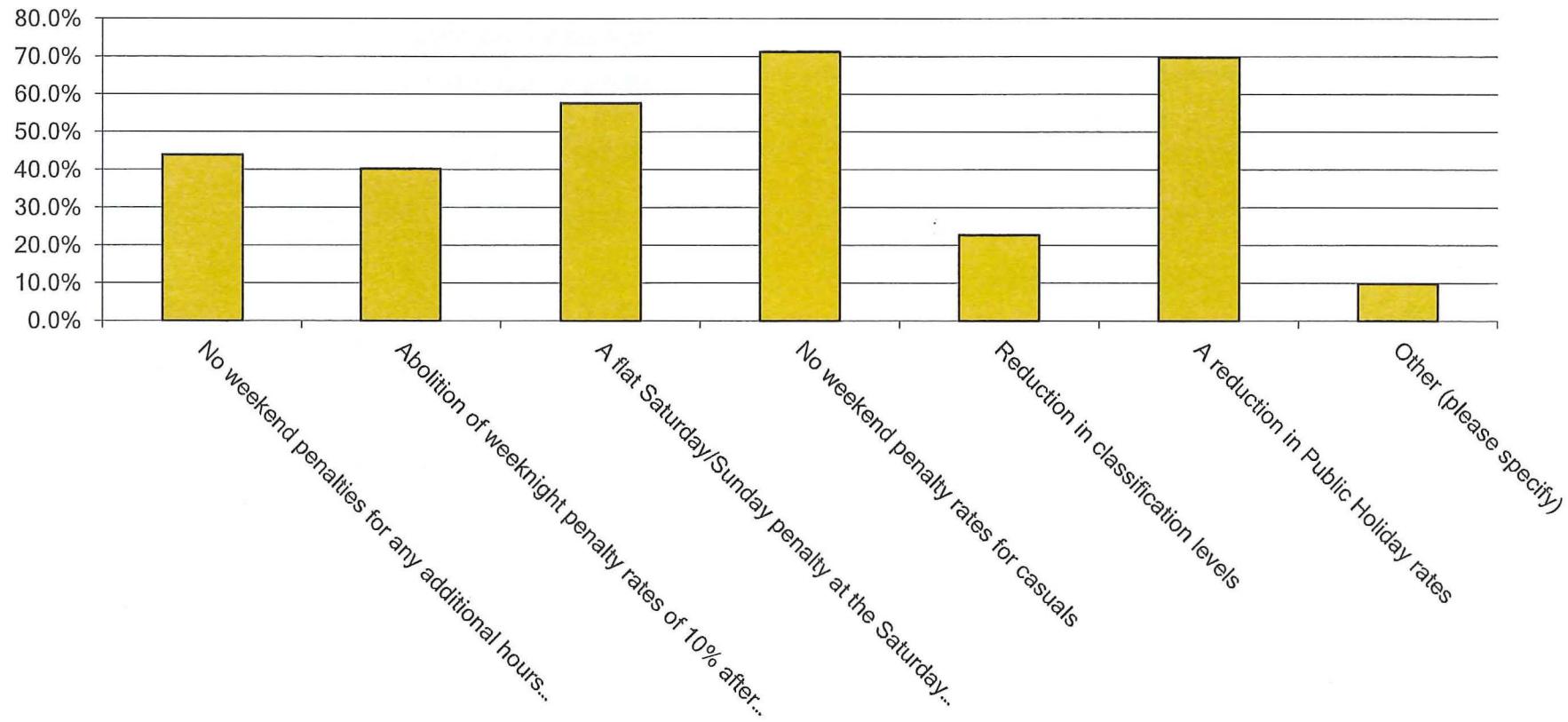
*Based on the highest number of responses, 'no weekend penalty rates for casuals' and 'a reduction in public holiday rates' were considered the most beneficial changes to the Restaurant Industry Award.*

# Restaurant Catering Australia - Industry Benchmarking Survey 2014



Number	Response Date	Other (please specify)
1	Feb 22, 2014 12:14 AM	abolish Holiday penalty
2	Feb 21, 2014 1:05 AM	A flat rate is the only viable option for the hospitality industry have been in it 30years peanaltys have killed it.
3	Feb 20, 2014 2:41 AM	Remove Penalty rates and replaced with 6th & 7th day worked
4	Feb 20, 2014 1:10 AM	Flat pay rates accross the board to account for w/end and p/h penalty rates
5	Feb 19, 2014 11:38 PM	should be a 5 day week , irrespective of which day seeing that's the trend of today's times, work 5 days have two days off. if you work more than 5 days then you get paid overtime.
6	Feb 19, 2014 12:24 AM	The public expect 7 days a week trading therefore either the public pay for the penalties or better still no penalty rates for workers - it should be the same everyday except maybe overnight shifts from 2300 to 0600.
7	Feb 14, 2014 7:07 AM	ONLY EMPLOY pERMANENT PART-TIME HAVE NO CASUALS - SO WOULD WANT PENALTIES OVERALL REDUCED FOR ALL WORKERS SAT & sUN & bANK HOLIDAYS
8	Feb 13, 2014 11:54 PM	if the penalties were not so high we would employ more people and offer more hours over those periods
9	Feb 13, 2014 1:25 PM	Paying penalty rates for a six or seventh day worked instead of at the weekend as we are a seven day a week industry
10	Feb 13, 2014 7:12 AM	no penalty rates at all, improved standard rates and better spread of rates to provide staff reward and retention
11	Feb 12, 2014 1:10 AM	loke the 6t hand 7th day approach for penalties. So frustrating that a lot of staff only want to work the weekend due to school and uni and then we get penalised for that
12	Jan 28, 2014 12:49 AM	Paying level 3 rates only after sufficient time in job for cert 3 or above holders
13	Jan 22, 2014 11:25 AM	Anything that would assist the owner in decreasing costs

If the Restaurant Industry Award was to change, which of the following would be the most beneficial for your business?



## Question 21



If any of the above changes were implemented, how many additional hours do you believe you would be willing to employ staff during the peak period?

### Open Responses

Number	Response Date	Response Text
1	Feb 23, 2014 7:47 AM	20
2	Feb 22, 2014 12:14 AM	over the public holiday Easter period - many! as at the moment we have to get the support of family to work the hours
3	Feb 21, 2014 2:00 PM	8
4	Feb 21, 2014 1:40 AM	2-3 each staff member
5	Feb 21, 2014 1:22 AM	increased operating hours will flow on to staff hours, hard to quantify at this point.
6	Feb 21, 2014 1:05 AM	I would be willing to employ more but that would depend on what changes as a seaside holiday town the penalties kill our peak trade and we lose money in the offseason so it would be dictated by the level of changes.
7	Feb 20, 2014 11:28 PM	open public holidays and more staff on sundays
8	Feb 20, 2014 11:26 PM	25% more
9	Feb 20, 2014 11:09 PM	6-12hrs per shift
10	Feb 20, 2014 11:06 PM	2400
11	Feb 20, 2014 10:48 PM	50
12	Feb 20, 2014 9:45 PM	6
13	Feb 20, 2014 10:50 AM	100's
14	Feb 20, 2014 9:52 AM	2
15	Feb 20, 2014 9:02 AM	32 per week
16	Feb 20, 2014 6:55 AM	4
17	Feb 20, 2014 5:52 AM	20

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18	Feb 20, 2014 5:32 AM	10
19	Feb 20, 2014 4:10 AM	50
20	Feb 20, 2014 3:41 AM	20
21	Feb 20, 2014 2:57 AM	I would open up 16 Hours
22	Feb 20, 2014 2:41 AM	At least another 10%
23	Feb 20, 2014 2:11 AM	60
24	Feb 20, 2014 2:04 AM	40
25	Feb 20, 2014 1:41 AM	would be open on public holidays,
26	Feb 20, 2014 1:25 AM	10 to 15%
27	Feb 20, 2014 1:10 AM	No idea
28	Feb 20, 2014 1:00 AM	0
29	Feb 20, 2014 12:58 AM	10
30	Feb 20, 2014 12:57 AM	20 hours per week
31	Feb 20, 2014 12:54 AM	60 per week
32	Feb 20, 2014 12:48 AM	20
33	Feb 20, 2014 12:38 AM	32 hour per publi holiday
34	Feb 20, 2014 12:38 AM	17 hours per day on public holidays
35	Feb 20, 2014 12:32 AM	I could increase our operation by at least 4 hours a week with 4 staff on roster would equate to a minimum of 16 extra hours and more likely 25 to 30 hours.
36	Feb 20, 2014 12:19 AM	substantially more
37	Feb 20, 2014 12:13 AM	many more
38	Feb 19, 2014 11:49 PM	40
39	Feb 19, 2014 11:38 PM	nothing will change, employ max amount of staff anyway. i would just finally make some money
40	Feb 19, 2014 10:40 PM	5
41	Feb 19, 2014 9:18 AM	10
42	Feb 19, 2014 5:35 AM	180
43	Feb 19, 2014 4:37 AM	30
44	Feb 19, 2014 4:26 AM	we could employ more staff to work weekends, which are our core business hours, perhaps be able to offer an extra 20 hours over the two days
45	Feb 19, 2014 4:21 AM	40
46	Feb 19, 2014 1:40 AM	10
47	Feb 19, 2014 12:40 AM	40
48	Feb 19, 2014 12:40 AM	8
49	Feb 19, 2014 12:24 AM	Probably up by 10-15%
50	Feb 19, 2014 12:21 AM	20 to 30 hours

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51	Feb 19, 2014 12:08 AM	30
52	Feb 18, 2014 9:28 AM	we would be able to employ 2 more staff 30 hours a week
53	Feb 18, 2014 9:21 AM	we would open an additional 40 hours per outlet per week. That would be an additional 160 labour hours per outlet per week. We have 10 outlets. In total we would put on an addition 1,600 labour hours per week if the above changes were implemented.
54	Feb 18, 2014 9:09 AM	5 staff for 8 hours for 10 public holidays = 400 man hours/year
55	Feb 18, 2014 2:51 AM	20
56	Feb 17, 2014 5:56 AM	20 - 30
57	Feb 17, 2014 5:16 AM	150-200 hours per week
58	Feb 17, 2014 4:16 AM	140 hours
59	Feb 17, 2014 4:16 AM	60
60	Feb 16, 2014 11:17 PM	41769
61	Feb 16, 2014 9:10 PM	I currently employ 6 casual staff on Sundays and public holidays for a total of 30 hours. I will not be employing these people on those days in the future. I would employ these people for these hours if we went back to the old award where we paid a flat rate for the 7 days.
62	Feb 15, 2014 7:05 AM	20
63	Feb 15, 2014 4:08 AM	We are in tourism town and we should open public holidays, but as rates are to high to open we close, if would open for lunch and dinner with at least 8 tradind hours employing at least 6-8 staff.
64	Feb 15, 2014 3:22 AM	8 to 10
65	Feb 14, 2014 10:00 AM	10
66	Feb 14, 2014 7:07 AM	I use around 3500 hours on a weekend as it is - if penalties rescinded - I'd add about 10% more hours - ie around 350 hours - nearly ten full timers
67	Feb 14, 2014 2:54 AM	10
68	Feb 14, 2014 2:28 AM	40
69	Feb 14, 2014 12:14 AM	50 per week
70	Feb 13, 2014 11:54 PM	not sure what you mean here but if you mean in total over whole peak season. It would equate to employing another 2 people on a full time basis over the whole year.
71	Feb 13, 2014 10:44 PM	40
72	Feb 13, 2014 1:25 PM	Would add about 12 additional hours per week to the rosta
73	Feb 13, 2014 8:52 AM	20 hours
74	Feb 13, 2014 8:37 AM	40
75	Feb 13, 2014 8:12 AM	7 hours per day per staff
76	Feb 13, 2014 8:12 AM	3 hours each day for each employee(8)
77	Feb 13, 2014 7:18 AM	I would be willing to increase labour to increase service standard and reduce staff stress

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78	Feb 13, 2014 7:13 AM	50
79	Feb 13, 2014 7:12 AM	as many as would be needed
80	Feb 13, 2014 7:06 AM	10-15 / Week
81	Feb 13, 2014 6:29 AM	?
82	Feb 11, 2014 11:46 PM	70 per week
83	Feb 11, 2014 8:41 AM	2
84	Feb 10, 2014 2:13 AM	16
85	Feb 10, 2014 1:53 AM	AS Many as required
86	Feb 10, 2014 1:23 AM	Reduced client charges leading to increased business and therefore increased shift availability
87	Feb 10, 2014 1:03 AM	We would open on some public holidays, approx. 120 hours per year
88	Feb 8, 2014 1:34 AM	20
89	Feb 7, 2014 10:33 PM	100
90	Feb 7, 2014 12:16 PM	200
91	Feb 7, 2014 11:11 AM	HOURS!!! I WOULD BE EMPLOYING MORE STAFF TO SERVICE MY CUSTOMERS - ITS THAT SIMPLE!!
92	Feb 7, 2014 7:14 AM	2
93	Feb 7, 2014 6:15 AM	200
94	Feb 7, 2014 5:59 AM	We would be able to employ additional staff, unsure of the number of hours
95	Feb 6, 2014 10:45 PM	8 Hours
96	Feb 6, 2014 2:52 AM	The Required amount which would enable us to provide better service and turn around
97	Feb 4, 2014 3:12 AM	4
98	Jan 29, 2014 7:34 AM	115 hours per day eg Sundays or Public Holidays
99	Jan 27, 2014 10:48 PM	15
100	Jan 27, 2014 10:41 PM	50
101	Jan 22, 2014 11:25 AM	none owner have to work more of these hours
102	Jan 22, 2014 3:34 AM	60
103	Jan 20, 2014 3:40 AM	5 hours per day in total (5 staff 1 hour extra each)
104	Jan 20, 2014 1:40 AM	40
105	Jan 19, 2014 11:32 PM	12
106	Jan 17, 2014 7:22 PM	20
107	Jan 17, 2014 6:41 AM	300
108	Jan 16, 2014 3:52 AM	8
109	Jan 16, 2014 1:44 AM	I'd resume trading on Sunday nights so a full shift of 8 hours for 8 staff.
110	Jan 16, 2014 1:40 AM	80 hours
111	Jan 16, 2014 1:39 AM	100

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112	Jan 16, 2014 1:22 AM	10 - 15 hours per Sunday
113	Jan 16, 2014 1:02 AM	12
114	Jan 14, 2014 3:35 AM	25

## Question 25



Do you believe the Restaurant Industry Award reduces your productivity in terms of employment in your workplace?

Answer Options	Response Percentage
Yes	85.4%
No	3.1%
Unsure	11.5%

**Analysis:**

*Based on the highest number of responses, a majority of respondents believe that the Restaurant Industry Award reduced their productivity in terms of employment in the workplace.*

Do you believe the Restaurant Industry Award reduces your productivity in terms of employment in your workplace?

