

BII NEWS

INSPIRE · DEVELOP · SUPPORT WINTER 2023

Cheers
to a
brighter
future

OUR HOSPITALITY HERO, STEPHEN DAWE AND THE DIRECTORS OF INN CORNWALL, JUSTIN BARNETT AND MARK HOLDEN FBII, ARE PASSIONATELY BUILDING CAREER PATHS FOR TOMORROW'S PUB OPERATORS

SPECIAL REPORT

A PUB FOR ALL PEOPLE

How a more inclusive approach creates opportunities, increases footfall and can bring new talent to the pub

INSIDE THIS EDITION

PROFESSIONAL SUPPORT & ADVICE

News, views, articles and expert opinions to support you and your business this winter



Awarding and Assessment Organisation

23 Licensed Hospitality Qualifications

Including APLH and the Scottish equivalent SCPLH.

41 Hospitality Qualifications for Training Providers

Covering Food Safety, Professional Cookery, Wine Service, Business Management and many more.

8 Hospitality End-Point Assessments

“People don’t necessarily associate pubs with having career path options, but the skill set behind the schemes is so diverse. Apprenticeship schemes can assist in many different areas of business such as accounting, marketing, HR and general maintenance.”

Mark Holden, Director of Inn Cornwall and BIIAB Trustee

Find out how we can help you

0115 854 1620 | biiab.co.uk | [@TheBIIAB](https://twitter.com/TheBIIAB) 



Contents

4 WELCOME

Focus on the things you can control and influence, says Steve Alton CBII, the BII's CEO

6 UP FRONT

The latest news, views and research

12 OHH!

Inn Cornwall's Stephen Dawe

14 TEN-TO-ONE

We asked 10 members to share how they are proactively welcoming a broad spectrum of customers

16 ONE-TO-ONE

Interview with Rita King, the new Honorary Secretary of the All-Party Parliamentary Beer Group

19 SPECIAL REPORT

A pub for all people: how a more inclusive approach creates opportunities, from increased footfall to a deeper talent pool for recruitment

26 INNBOX

Stuart Fox MBII, White Horse Dover, has a message for the New Year



FOLLOW US:



[@BIIandBIIAB](https://www.bii.org)

[BritishInstituteOfInnkeeping](https://www.bii.org)
www.bii.org

29 PEOPLE & TRAINING

Broadening people's skillsets to upsell products, from coffee to no and low alcohol, plus BIIAB talks about apprenticeships and funding from Government

33 HELPLINES

34 LISTINGS

Help from our Trusted Partners

36 ACCREDITED ADVISORS

38 FREEHOUSE FOCUS

Kelly McCarthy CBII, Ye Old Sun Inn

MEET OUR MEMBERS

40 Holly Millin MBII

42 Team McNeeney

44 Geoff Troughton FBII

VIEWPOINTS

46 Star Pubs & Bars' Caren Geering

48 LOYA Finalist James Lyon-Shaw MBII

50 AT A GLANCE

Key dates and events at your finger tips

TRUSTED PARTNERS

52 Zonal's digital loyalty partner, Airship, unlocks trade boosting opportunities for January

54 Demand for live music is at an all time high: GigRealm explains how it can enhance and support your offer

56 HIT Training says it's time to shake-up how we recruit staff

59 Help quench the ever-growing thirst for great coffee, by EVOCA

60 Tim Martin on how to secure your cash flow and keep data safe

63 Swoop on finding the right funding for your business

64 Polaris-Elements provides great tips to survive the latest crisis

66 VoltShare on how to charge your business and see great returns

59



EDITOR & PUBLISHER Kate Oppenheim CBII EMAIL Kate.Oppenheim@BII.org
 DESIGNER Basia Paczesna-Vercueil MBII SUB-EDITOR Rebecca McVarish CONTRIBUTORS Michelle Perrett, Caren Geering, James Lyon-Shaw MBII, Molly Davis CBII, Jess Topping MBII, Hannah Solomons MBII, Peter Baskett MBII, Hana Rhodes MBII, Ellie Parkinson MBII, Harriet Blackman MBII and BertiesPhotography.com

BII News is published on behalf of the British Institute of Innkeeping by KO-Media (UK) Ltd. Opinions, comments and reviews contained within are not necessarily those held by BII or the publisher. All rights reserved. No part of this publication may be reproduced, distributed or transmitted in any form without prior written permission from the publisher. Copyright © 2023 KO-Media (UK) Ltd. For permission, contact the publisher Kate.Oppenheim@KO-Media.co.uk. PRODUCED AND PRINTED in the UK by Deltor Communications using vegetable-based inks on material derived from well-managed FSC® certified forests and other controlled material. Printed using green energy.





welcome

FOCUS ON WHAT YOU CAN CONTROL

BII CHIEF EXECUTIVE OFFICER **STEVE ALTON** CBII

As we face a tough winter ahead with so many things completely outside your control – inflation, labour costs and shortages, energy price rises and low consumer confidence – I am heartened to hear stories about how so many of you are doubling down on your efforts to focus on the things you can control.

Remaining motivated and inspired to concentrate on the areas of your business that you can influence and improve has never been more important and will be recognised and appreciated by your team and customers.

Consumer insight surveys are telling us that customers, despite the cost-of-living crisis, are still prepared to spend money on experiences that they can't create for themselves at home. The pub, with the warmest of welcomes and friendly ambience, is somewhere local communities will continue to support, I believe, especially if they are tempted by your offer of something new, entertaining and fun.

I'm constantly inspired by the innovation and creativity of so many of our members: from the drinks-led pubs like Matt Todd's

Wonston Arms in Hampshire, with his street food pop-ups and live music drop ins, to Flo Pearce and Joe Buckley at the Tollemache Arms in Northants

who have been holding candlelit dining in the evenings, which created a wonderful atmosphere and saved energy at the same time.

Simple, yet great value offers work well in the current climate, as long as they are served up in a wonderful environment by happy, positive people. And if ever there was a time to try something new, I'd say, it is now.

Reach out to your locals with a new pub quiz, live music nights, or get them on board with a charity event to support a well-known local cause. Capture their interest with a traditional games night and get the competitive spirit going. Use social media to build interest and get people planning, or spontaneously deciding on, a night out.

We've seen members collaborating with other local businesses to combine their approaches to their customers, for instance, asking the nearby wine shop to come along and let customers sample some new wines to learn about the grape varieties. A great idea is to tap into the fan base of local bands in your area.

Gigs can fall away over the winter for many musicians, so reach out to them – even if you've never held a live music event before, why not give it a go? If you have dismissed the relevance of music in your pub previously, this could be a great way to attract new customers when your pub may be quiet anyway.

We know how many communities still hold their local pubs in high regard, especially after all the amazing efforts during the pandemic, recognising and valuing them as supporters of grass roots sports and local charitable causes.

During the toughest of times, it's often the little things that make the biggest difference: the attitude of the staff, in those first few seconds as a customer walks through the door; creating amazing and memorable experiences, from special events for your regulars, to serving the best pint of ale – I'm thinking here of Pete, the Cellarman of our Licensee of the Year Awards' finalist, The Wych Elm in Kingston and last issue's hospitality hero.

Our #notjustapub campaign continues to highlight all the wonderful stories that keep on proving that a pub is far from just a pub. It's the most natural of places to want to meet friends, reunite with old colleagues, celebrate and commiserate with family and loved ones, watch the match or just simply somewhere to go



"IN TIMES OF CRISIS, IT CAN BE DIFFICULT TO REMAIN POSITIVE, BUT THE RESILIENCE YOU HAVE SHOWN AT EVERY TURN, ENSURES THAT Pubs WILL SURVIVE AND THRIVE ONCE MORE"





"I want pubs to provide me with an experience I can't get at home"

88%
(87% Gen Z)

STINT

when you're feeling lonely and need kind,

friendly human contact.

It's worth using this time to make sure every tool in your toolbox is being utilised to its best effect. Consumer research by KAM shows that people search online before visiting a pub, with 27% looking at a pub's website or apps, such as *TripAdvisor*. So, is your website up-to-date and full of amazing photos of your great food, quality drinks and smiling people having fun? As our social media guru, Stuart Fox of the White Horse Dover advises, never post photos with an empty pub as the background!

People attract people – it's why everyone walks past the empty restaurant on the high street to fight for a seat in the busy one. Humans don't like to think they're missing out, they want to feel part of something bigger than themselves, and they love being entertained and made to feel welcome.

We are very proud to launch our Licensee of the Year Awards (LOYA) for 2023 this month. Our previous entrants have told us that aside from the excitement of reaching the latter stages, they also hugely value the external feedback and insight they gain into their business as part of the

process. Finalists of LOYA become a close-knit club too, with many of them keeping in touch and remaining friends for years to come.

While we know you will do everything within your power to keep on adapting, reinventing and focused on re-energising your business, know too that we at your BII, continue to engage with Government and push for meaningful support, including on energy and business rates. I am pleased to say that many of you will pay significantly reduced business rates next year, due to revaluations but also the 75% rates relief that has been achieved for next year. But we know more support is needed and we will continue to work on your behalf.

I will continue to visit as many of you as possible this New Year, hearing directly from you about your successes as well as the challenges you are facing every day. In times of crisis, it can be difficult to remain positive, but the resilience you have shown at every turn, ensures that pubs will survive and thrive once more.

We wish you all the very best for 2023. ■

Steve

BII 23
LICENSEE
OF THE YEAR

Now, more than ever,
we are determined
to celebrate
the excellence
in our vital
and vibrant sector.

We can't wait
to find our
#LOYA23 WINNERS

So check out our
guide for entrants
by scanning the
QR code below,
or visiting
www.bii.org
to find out
how to enter
this year!



UP FRONT

A ROUND-UP OF NEWS, VIEWS AND BUSINESS TIPS



Gez Chetal with wife Rosy and daughter Saanchi (left)

Great recognition for BII Fellow

Gez Chetal FBII, a Fellow of BII and the owner of The Thomas Paine Hotel in Thetford, Suffolk, was voted a winner in the London & South East England Prestige Awards and a regional Community Champion in the 2022 Chamber Business Awards.

In November, Gez, who has raised over £60,000 for local charities, opened a new £400,000 function room at his award-winning boutique hotel. Over the last nine years, Gez has worked to transform this Grade II listed building into a successful business and is once again attracting visitors from as far afield as the United States.

"We, as a business in hospitality, have been through the mill over the last three years, but we still see huge potential within our hotel. We applied for a business loan to extend, as we have strong demand for larger functions," said Gez.

Gez, a board member of the Norfolk Chamber of Commerce, is also the owner of Prismstart, an organisation working to get prison leavers into meaningful employment.

In December he was a finalist in the Stars of Norfolk & Waveney Awards 2022, Lifetime Commitment to the Community Award, for having raised £100,000 in total for charity over the years. ■



Tenanted & Leased

BATEMANS HOPES TO WIN NEW TENANTS WITH ITS REDUCED RISK CONTRACT

Lincolnshire-based family brewer and pub owner, Batemans, has launched a contract which aims to reduce the risk and uncertainty involved in taking on a new business.

Managing Director Stuart Bateman said the new *Reduced Risk Agreement* was created after he became concerned about the company's ability to recruit licensees.

"I decided to get together a group of people from the local area, with varying backgrounds and experiences, to ask them why they would, or wouldn't, want to take on a pub. I wanted to understand people's perceptions of pubs and I discovered that those who lived close to tenancies saw them as high risk and lacking in any potential reward," said Stuart.

Batemans' *Reduced Risk Agreement* breaks the mould of a traditional lease, offering to give the licensees a minimum of £1,000 per year (and up to £2,000), towards utility bills and a contribution of £1,000 towards an annual holiday. The agreement is also based upon the pub trading only five days each week, to give the tenants a two-day break. In return, Batemans will insist that the pub operates open book accounting, so that it can assist with how the business is run.

Another concern raised by people potentially interested in taking on their first pub was that they had no experience, so Batemans will also donate £800 towards training and

mentoring schemes.

The first operators, David and Sophie Clarke, to take on one of the three initial pubs available on *Reduced Risk Agreement*, the Dog & Bone, Lincoln, took over last November, with the other two sites expected to be filled by the start of the new year.

"Pubs get so much bad publicity

that it has become harder and harder to recruit good people.

"We've set out to address the negative perceptions – from pricing to rent reviews – and it's starting to pay dividends. People are interested and we're attracting a mix of existing licensees, as well as people who live locally but are

from outside the trade. We've put up big banners outside the pubs to attract people's attention," said Stuart.

Incoming licensees will be expected to buy the goodwill of the business for between £8,500 to £15,000 for a 20-year agreement. Batemans says it offers low rents with no reviews. The brewer said it also operates on a drinks supply contract, with prices set well below most pub companies. Operators also receive 100% of fruit machine profit. The business is fully assignable after three years and can be sold on, or the brewery will buy it back. ■



Stuart Bateman



Opportunities

HOME WORKERS ARE OPEN TO BEING BASED AT THE PUB



People are open to working from the pub instead of home, with most interested in a package, which would include unlimited hot drinks and a light bite, according to research from Star Pubs & Bars.

The research, a *Consumer Sentiment Survey* carried out in September, revealed that 55% of home workers were open to working from the pub, with 45% of these saying that they would consider doing it at least once a week. These figures could be set to increase over January and February, as the colder months make a cosy, warm pub a more attractive proposition than home.

When it came to age groups, it was the 18-34 year olds who were most likely to want to work from the pub.

"It's clear that there is a groundswell of interest in working from a pub," said Star's Operations Director Caren Geering. "For those [pubs] that can offer comfortable seating, a quiet space and fast internet, it provides an opportunity for additional income, a great way to attract new, loyal customers, as well as providing a community service.

"Offering unlimited hot drinks and a light bite, as part of a 'work from pub package' would appear to be an essential part of the attraction," she said.

With high energy prices, working from the pub could be the most economical solution for home workers.

IT'S CHEAPER DOWN THE PUB

According to a study aimed at promoting watching the World Cup at the pub and not at home, the gambling industry's experts, Gambling.com, revealed that with higher energy bills, two hours at home watching the match could cost £6.17. These figures could be equally

applicable to home working, as people would be heating their home, using electricity for computers, making hot drinks, etc.

The *Gambling.com* study is available at www.gambling.com/news/what-is-the-true-cost-of-watching-the-world-cup-3657900.

STAR SUPPORT THAT HITS THE BULLS-EYE

In other news, Star Pubs & Bars has partnered with Sky Sport to create a virtual darts tournament, in a bid to help its wet-led leased and tenanted pubs boost trade on traditionally quiet Tuesday nights. Called *Darts Stars*, the tournament is free to enter and has a support package, including point-of-sale material to help drive footfall.

Pubs need a good darts team, internet connection and a laptop or Smart phone.

Caren Geering, Central Operations

Director for Star Pubs & Bars, said: "Darts remains a hugely important part of many community locals and virtual tournaments are more popular than ever due to the rise of online gaming. We want to capitalise on this to create a really exciting experience for customers that will generate more sales for licensees. Offering additional reasons to visit is key to attracting people into pubs at a time when many have less disposable income due to the cost of living crisis." ■

Caren Geering is a Viewpoint contributor in this edition, on pages 46-47.



People

Career Accelerator

Stonegate Group saw the graduation of 34 team members from its internal learning and development programme, Accelerator, at the company's academy in Birmingham.

The Accelerator programme is part of Stonegate's award-winning *Albert's Theory of Progression* and provides team members in Deputy Manager roles with the skills to progress into General Manager positions.

In the programme's 10 years, it has seen more than 300 graduates progress into managerial roles. ■

Achievement



Four decades serving The Greyhound's community

Colin and Sue Pearce are celebrating 40 years as licensees of The Greyhound in Ixworth, near Bury St Edmunds.

Greene King Pub Partners' Managing Director Wayne Shurvinton presented the couple with a special plaque and gift in recognition of this achievement.

Colin and Sue said:

"What pubs serve may have changed a lot over the last 40 years, but they are still and always will be the hub of the local community. Be it serving locals on a regular basis or hosting events and charity fundraisers, running The Greyhound for the people of Ixworth is an absolute privilege."

Greene King brewed an anniversary beer especially for The Greyhound to serve at the pub to mark the anniversary. ■



Colin and Sue Pearce receive their plaque from Greene King's Wayne Shurvinton





Find out more



HjUK

hospitalityjobsuk.com

The only job board dedicated to finding you your dream pub!

Time for a new challenge?

Find the latest opportunities with...



Start your search today at hospitalityjobsuk.com

news UP FRONT

A ROUND-UP OF NEWS, VIEWS AND BUSINESS TIPS

Wet-trade

PREMIUM DRINKS SCORE THE HIGHEST

Pubs are advised to make sure their price tiering and ranging is spot on, as premium products, including beers and ciders, continue to be consistent winners among consumers, according to the Oxford Partnership.

With consumers looking to trade up and treat themselves, it's important to get the offer right and think 'outside the box', said Alison Jordan, CEO of the Oxford Partnership. This is especially true around key sporting occasions, such as the forthcoming Six Nations rugby tournament, starting next month (February).

Premium beers and ciders continue to drive the greatest proportion of sales (World Beer is +71% v 2019); draught cocktails are also in growth; and the value of having a sport offer is also clear, with the UEFA Women's Euro 2022 final driving up volume by 11.94% versus the average July Sunday.



"Inflationary pressures are impacting the industry in a way not seen for more than 30 years, while consumers – already caught in the crossfire between high inflation and sudden, rampant increases in the cost of borrowing – are feeling it too," according to The Oxford Partnership Market Watch.

It also revealed that pubs are trading less, opening for 6.5 days on average in 2022, down from 6.8 days in 2019, with 16.1% of pubs closing on Monday, versus 8.7% in 2019.

Pubgoers are not going out as frequently, with the Oxford Partnership's % occupancy measure showing a clear decline in visits in 2022 v 2019 on key drinking days/ times from Thursday to Sunday. ■



Recognition



Stars of Stonegate are celebrated at awards

The Stars of Stonegate Pub Partners 2022 were announced in November, with Stuart Fox MBII and Julian Crowley MBII of The White Horse, Dover, winning Most Improved Pub. Stuart and Julian were finalists in the BII's Licensee of the Year Awards 2022.

Overall Pub of the Year was the Woodman, Ruislip, with the Lifetime Achievement Award going to Rita Smith from Peter Kavanagh's, Liverpool.

In addition to divisional pub of the year winners, the Fountain Inn in Gloucester won Best Pub for Beer; Best Community Pub was the Lion in Treorchy; Best Pub Garden went to the Blacksmith's in Sevenoaks; Best Newcomer was The Cock Inn, Potterspurty; and the Best Pub for Sport was the Stirrup Cup, Barton Seagrave. ■

People

Targetting older workers

Fuller's has partnered with Rest Less to attract older workers back into employment.

Rest Less is a digital community for people in their 50s, 60s and older. Fuller's will be posting specific positions on the Rest Less job board. "Older workers have a lot to offer us – and we have a lot to offer them, with shift lengths and work patterns to suit," said Fuller's People & Talent Director Dawn Browne.

In November, Fuller's saw its biggest-ever graduation ceremony, with nearly 300 individual team members rewarded for their development journeys, which had seen them successfully complete courses across a wide range of disciplines and up to degree-level programmes. ■

ENERGY BILL RELIEF SCHEME

The BII has created a free guide explaining how the Government's discount Energy Bill Relief Scheme (EBRS) works, to help businesses calculate their energy usage.

Remember, when looking to sign a new contract, the initial EBRS scheme is only in place until March 31, 2023.

If you need support in paying bills, the Licensed Trade Charity is able to provide help with resources and grants for anyone in the licensed trade, including bar staff and retired workers. ■

The BII's Trusted Partner, eEnergy is available to help you find a better deal or to reduce your energy consumption. <https://eenergyplc.com>



The EBRS calculator can be found here: www.bii.org/common/Uploaded%20files/Guides/2022/October/Energy-Bill-Relief-Scheme.pdf

The Licensed Trade Charity here: www.licensedtradecharity.org.uk/category/money



BII LOYA 2023

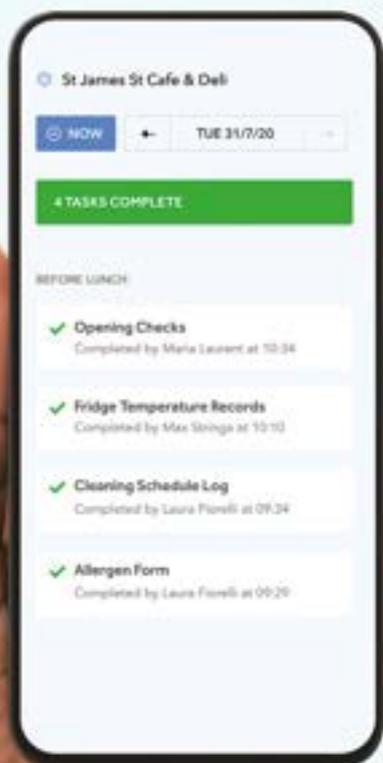
This month sees the launch of the BII's Licensee of the Year Awards 2023.

Register your interest by going to: www.bii.org/BII/Events-Awards/Enter-LOYA23.aspx





Tired of this sheet?



Get smarter record keeping with the #1 Food Safety App

- ✓ Primary Authority assured SFBB alternative
- ✓ Digitally stored records, all in one place
- ✓ Helps food businesses get rated 5 for hygiene

Try for free at trailapp.com/sfbb



trail

CRISSTOWN

PIZZA PILGRIMS

HONEST

GAIL'S

LEON.

wagamama

Safer socialising

GREENE KING LEADS THE WAY WITH BEST BAR NONE

Greene King is set to become the first pub operator to have its entire managed house estate accredited by Best Bar None (BBN).

BBN is the Home Office and industry supported scheme that recognises and promotes the highest possible operating standards, providing customers with the reassurance of a well-managed environment.

The operator of 1,600 managed houses, Greene King has worked with BBN to develop the new multi-site operator accreditation model, which both organisations hope will encourage other pub companies to follow suit.

Part of BBN's central scheme, which allows operators to become accredited even if they are not situated in one of the 54 towns and cities running the scheme through a local partnership, the multi-site operator model sees the operator and the national BBN team

working together to accredit all or part of the operator's estate.

With its focus on customer safety and welfare, BBN says the new model has been tailor-made to support and promote best practice within venues, while allowing operators like Greene King to be able to recognise and reward management teams that are seen to be going above and beyond.

Greene King's Assad Malic, said: "We want everyone to be able to socialise safely... and this national accreditation offers customers that added reassurance. Ensuring our pubs are welcoming and safe for all our customers and teams is a responsibility which we take very seriously. We are pleased to lead the way with this." ■



HOSPITALITY STRUGGLES TO FILL ROLES



One in nine jobs in hospitality are vacant, according to a Business Confidence Survey by CGA/NielsenIQ and Fourth's Hospitality Workforce Report. This was despite the average pay rising 9% over the 12 months to September 2022.

Karl Chessell, CGA's director - Hospitality Operators and Food, EMEA, said: "Brexit and COVID-19 have taken a heavy toll on staffing in hospitality... The rising expense of labour and many other inputs is hitting margins across hospitality hard... Operators are working flat out to recruit, and cross-industry initiatives like Hospitality Rising are helping to sell the sector as a great place to work, but the staffing crisis is likely to stretch well into 2023."

HOSPITALITY RISING, backed by 300+ businesses and brands, launched its major recruitment initiative last October, with its *Rise Fast, Work Young* campaign, showcasing the opportunities that come from a career in hospitality. Ads, with slogans 'Don't grow old for a living' and '9-5ers wouldn't get it', will feature digitally and in high profile outdoor spots across the UK. ■

CASK IRON GUARANTEE

Greene King has launched its Cask Iron Guarantee, which pledges to allow freetrade customers to claim a refund or a credit for expired cask ale.

The move is aimed at giving freetrade customers more confidence in the cask ale category, with Greene King hoping it will encourage pubs to increase or introduce a cask beer offer.

At the launch of the 50th edition of CAMRA's Good Beer Guide, Cask Marque's Paul Nunny said that its research shows that people didn't think 'you're a proper pub'

without cask ale. And he added that on average, cask ale was selling at 11p per pint cheaper than standard lager, but that this didn't fit with people's perceptions of cask. ■



QUEEN'S AWARD

Mick Dore MBII, licensee of The Alexandra (known as The Alex) in Wimbledon, South West London, has been recognised with a British Empire Medal (BEM) for what he prefers to describe as wife Sarah's and the team's efforts in providing free meals for the NHS staff, hosting virtual pub quizzes during lockdown and other projects aimed at supporting the heart of their community. ■



Call the FREE 24/7 Helpline
0808 801 0550





Hotel, Restaurant
& Catering

20-22 March 2023
ExCeL, London



**Supporting
the industry
in navigating
the future of
hospitality.**

Discover the latest
products and trends
in food, drink and
equipment.



**Scan
here to
register:**



Find out more at:
hrc.co.uk

OHH!

**INN CORNWALL DIRECTOR AND BII INDUSTRY AMBASSADOR
MARK HOLDEN FBII NOMINATED STEPHEN DAWE AS OUR
HOSPITALITY HERO THIS ISSUE. IF YOU KNOW SOMEONE
WHO GOES ABOVE AND BEYOND AND IS A TRUE CHAMPION
FOR HOSPITALITY, PLEASE CONTACT THE EDITOR**



OUR HOSPITALITY HERO!

OHH! Stephen Dawe began his career in hospitality aged just 15, doing part-time jobs in the kitchen. Roll on 21 years and Stephen is now the Multi-Site Manager for Inn Cornwall, an award-winning and progressive operator of three pubs and the *Pub Grub* home delivery service based in the South West of England.

Stephen Dawe describes working in hospitality as “highly addictive”. He says: “You get into it as a youngster, looking for a bit of money to pay for your phone or a night out, but you end up with an addiction for that rush that you get with service. I spent the first 8-9 years employed in the kitchen, where I worked my way up to become the Head Chef at the Victoria Inn in Roche, one of the two pubs that I manage today.”

Stephen describes his life as having gone full circle; growing up in Roche, he found his first ever job at the Victoria Inn. On leaving school at 16, he enrolled on a *Public Services* course at college, with hopes of going on to join the military or the fire brigade at 18. It was at college that he met his future wife, Louise, and she too was working part-time in hospitality. Later, they went on to get a job with St Austell Brewery as a management couple, with Stephen as Head Chef and Louise as the Assistant Manager.

“We’ve been very lucky in that we’ve worked with some of the best people in the industry, including Tanya and Alex Williams who run the Polgooth Inn and who won the BII Licensee of the Year Award in 2018. I was also lucky, that when I was employed as an enthusiastic KP, my then-boss, the Head Chef at the Victoria let me

quickly progress from veg prep to desserts and over the next six years I worked my way up to becoming Head Chef.

Stephen describes how he took his career onto the next stage, moving out of the kitchen to become more involved in the business-side.

“There’s nowhere like hospitality for learning transferable skills. It’s powerful and people underestimate how much you learn from being a waitress or a KP in a busy kitchen. Communication and teamwork are key for all jobs and, within hospitality, you are doing it all.

“We joke that most people aged under 25 spend all of their time on their phones and really struggle to communicate verbally. You see it more and more each year with the school leavers. They are very shy and struggle to say how they are feeling.”

Managing a team of 70 people, Stephen spends much of his time coaching and supporting the team, adding: “I like to see how I can help the company grow. Mark and Justin [Directors] are the best people to work for. They are both motivated and driven.

“Hospitality is hard work and sometimes you have to make sacrifices, due to the hours, but we run our operation as a team. Everyone gets a chance to



contribute
– a great
idea can

come from someone
part-time, full-time, KP or
Head Chef.

Stephens says the qualities he looks for when interviewing for new people are honesty and the ability to work hard. “We can build on everything else. We have high staff retention and our management roles are filled from within the business – that comes down to great training and real investment in our teams.

“I hope people will look at me and see a 35-year-old who loves his job, living well and most of all, happily, managing two great businesses and a team of 70 people. We measure our success by the success of our people and we take pride when members of the team leave to set up their own businesses – it’s a natural progression for people to outgrow our business and move on to continue their success elsewhere. ■



Keogh's
Grown with love in Ireland

Delicious hand cooked crisps from Ireland



NOW
AVAILABLE
FROM

PUBBY'S®

For more information
scan the QR code here

or email
moreinfo@pubbys.co.uk



1 OUR GOAL IS TO NORMALISE THE PUB FOR MINORITIES

JULIAN CROWLEY MBII
THE WHITE HORSE, DOVER

"As an out gay couple, running a non-gay business in Kent, being gay or not being gay was never an issue when we got our pub. We've pro-actively sought to be inclusive by not excluding anyone. We use subtle encouragement, for instance, having great wines and an ever-changing gin range attracts more female patrons.

"Being a gay couple with a public house does mean we attract a huge LGBTQ+ following – we are part of the original sponsors of Dover Gay Pride.

"Moving forward, our desire would be to just normalise minorities within life, all living in accord, whether drinking in The White Horse or beyond."



2 STAFF TRAINING

JASON AND CHRIS BLACK FBII
CORNISH INNS

"We train the team to treat everyone the same. When we interview people, we like to gauge that they share our values. It's important to build this into the interview process, because it's not just about whether someone can work hard, it's about how they treat people when they are working hard – if they're stressed, that's a 'snap point'.

"Our team needs to be able to have the right ability and personality traits to be able to keep our locals on board, and be welcoming to the variety of tourists and visitors.

"They need to offer a warm welcome to everyone the same, no matter if they are disabled, gay or from a different ethnicity. We want to give every one of our customers a lovely pub experience and

we do that by giving everyone a smile and asking how we can help."



TEN to ONE

#OPENTOALL IS THE BRITISH BEER & PUB ASSOCIATION'S CAMPAIGN TO ENCOURAGE HOSPITALITY TO POSITIVELY WELCOME PEOPLE FROM ALL BACKGROUNDS AND WITH DIVERSE NEEDS AND ABILITIES. HERE WE ASK OUR MEMBERS:

'How are you proactively welcoming a broad spectrum of customers into your pub?'

3 BE MINDFUL AND READ THE SITUATION

ASHLEY MCCARTHY CBII
YE OLD SUN INN, COLTON,
NORTH YORKSHIRE

"Our son Ben, who has Down's Syndrome, works with me doing chef demos at local shows – in

fact, these days Ben gets invited before me! I see how other people with Downs will come to watch Ben and it's the same at the pub, families will come in with their kids because they know we understand what it's like having children with special needs.

"We don't actively encourage any specific groups or people to come to our pub, instead we encourage everyone to come in, including the single woman who may be new to the area and feel intimidated by a bar full of men. We want everyone to feel included and no-one to feel uncomfortable or intimidated, and we are mindful about how other customers can make people feel too. We read the situation and make sure everyone is treated right."



4 HAVING A CARIBBEAN USP

BUDDY LOVE FBII
THE FLYING FISH, ILMINSTER, SOMERSET

"I came to Somerset five years ago and as a black man from the Caribbean, it hasn't been easy. But I'm pleased to say that I'm building a successful and strong business, with a good wedding trade. In the early days, people came to the pub out of curiosity, just to see the black man who had bought it!

"We are attracting more black, African and Caribbean customers now, as people hear about us and travel from Bath, Bristol, Exeter and even London. My speciality is my Caribbean food – people just love it and the pub is somewhere they can come for a good meal and to feel comfortable.

"I've just sponsored two workers from Barbados, my Bar Manager Carol and Chef Lionel, on three year working visas. It cost me £6,000 but they are interested in the business and potentially they may even take over when I retire in five years' time."





5 IT'S ABOUT BEING HOSPITABLE

SARAH DORE MBII
THE ALEXANDRA, WIMBLEDON,
SW LONDON

"Being welcoming to all is about training and also recruiting the right people. People who want to work in hospitality. It's not about providing service, it's the hospitality that is super important. It's that really warm and genuine welcome to all.

"We welcome everyone and make sure everyone is looked after: our staff will help our blind customers get around the pub, if they need it, and we happily do table service. We have many customers who use wheelchairs – we're centrally located in town, so maybe that's why we attract lots of different people. The pub is a great leveller too – it doesn't matter who you are, you will always receive a great welcome here. Pubs are unique and brilliant and it's so important they are protected and preserved for the future."

6 MAXIMISING SEATING

GEZ CHETAL FBII
THOMAS PAINE HOTEL,
THETFORD, NORFOLK

"We've just completed our new extension, which includes disabled facilities and also baby changing for families. We have a new fire system that includes vibrating pillows, which

helps anyone with special needs, and we're also pet friendly, allowing dogs in the bar and the bedrooms.

"Being in the middle of town, we have a diverse clientele and as the birthplace of the American revolutionary, Thomas Paine, we're very popular with American tourists. I'm creating a new museum to celebrate Thomas Paine's history."

7 CATER FOR EVERYONE

DENNIS FORSYTH FBII
CHEERS CAFÉ BAR, ABERDEEN

"When considering 'broad spectrum' I would go much further than focusing on disability access and inclusion. A modern venue should already be fully aware of the requirements and have everything in place. My view of 'broad spectrum' is to provide a facility that caters for everybody. From the cradle to



the grave – baby showers to funeral teas! Forget about being a pub and focus on being a hub of the community and offer as much as possible to as wide a demographic as possible."

8 WARM WELCOME

KAREN ANDREWS MBII
THE STAG, PORTSMOUTH

"We're a back street pub with live music, so we attract a varied clientele. We pride ourselves on being a lovely pub where everyone is made to feel welcome. I don't like it – and I've experienced it first hand – when you walk into a new pub and don't feel welcome. We make a point of greeting everyone with a smile. I tell my team that everyone coming through that door keeps our pub going and pays our wages. We have to smile and be friendly and it's something we encourage our regulars to do as well."



9 LANGUAGE NO BARRIER

JAKE DENNIS, GENERAL MANAGER,
THE WHEATSHEAF, BAKEWELL, DERBYSHIRE

"Being in the centre of Bakewell, we attract a lot of tourists from all over the world. Language can be a big barrier, so we pride ourselves on always finding a way to communicate with our customers to make them feel welcome and looked after. It's often about spending a bit more time with someone, asking them to point to what they want, for instance.

"Our senior team here is mainly female and it's important that during the interview stage I spend time talking to potential recruits about themselves – they usually reveal whether they wouldn't like working for a woman, or are racist or homophobic. We don't always get it right, but through on-the-job training we find out pretty quickly if someone's not right for this role.

"We make a point of welcoming everyone and talking to people. If someone is a wheelchair user, we won't just remove the chair from a table, but ask if they'd like to transfer out of their wheelchair, how we can make them comfortable, and so on."



10 HELPING WOMEN SURVIVE THE MENOPAUSE

LIZ SILVA MBII
THE BUSH INN, ST HILARY,
COWBRIDGE, SOUTH WALES

"We're aiming to launch a menopause group at The Bush in the New Year, as I have suffered considerably with it over the last couple of years. It took a lot of research, GP visits and private specialists to get some answers and the help that I needed. Indeed, I am still on that journey.

"My symptoms were predominately crippling anxiety, extreme fatigue and depleted self-esteem – all while trying to run a relentless business and deal with people on a daily basis.

"Thankfully we are starting to talk about menopause in this country and by creating this group, I want to provide a safe place for women who find they are losing who they once were to come together and share their experiences."



RITA KING, THE NEW HONORARY SECRETARY OF THE ALL-PARTY PARLIAMENTARY BEER GROUP (APBPG), SPEAKS TO BII NEWS' EDITOR KATE OPPENHEIM CBII ABOUT HER APPOINTMENT AND HOW SHE PLANS TO PLAY A PIVOTAL ROLE IN PROMOTING THE IMPORTANCE OF PUBS, AND THE WIDER INDUSTRY, TO GOVERNMENT



INTERVIEW *with...* **Rita King**



Last November, Rita King was appointed as the new Honorary Secretary of the All-Party Parliamentary Beer Group (APBPG). In previous roles, Rita has worked for the British Beer & Pub Association, the Portman Group and most recently was the Joint Chief Executive of the Safer Business Network. An expert on the evening and night time economy, Rita has been involved in promoting the benefits of a safe, well-run hospitality industry to the Government and beyond.

Q You've been at the heart of creating positive dialogue with Government on the economic and social benefits to local communities of a safe and vibrant night-time economy. When it comes to protecting and maintaining a strong and thriving pub industry, what will be your key messages to MPs, Ministers and legislators?

Pubs are part of our social fabric. We often talk about the positive role played by community pubs in terms of neighbourhood locals, without perhaps always recognising that there are different facets to this; a typical town or city centre pub with young people as its clientele, for instance, is also there supporting its community of young people. Pubs have something for everyone and the pandemic really shone a light onto their importance. They bring people together in a safe, regulated environment.

Post pandemic, pubs have been driving recovery on the high street more than retail, which increasingly is going online. The high street is



“**The Beer Group is here to shine a light and make sure information is available to MPs and those in charge of policy**”

struggling, but where leisure facilities go into a town, footfall has been driven through the roof. A good example is Gravity in Southside Shopping Centre in Wandsworth, South West London, where a whole leisure floor has

been created within the shopping mall, offering a bar, bowling and a floor of gaming. Entertainment and experience has become an important part of people's leisure.

When the offer is right, pubs bring people into the town centre at any time of day, not only in the night time. Pubs are also a fantastic local employer, offering people flexible working and new skills. When a young person works behind a bar, they are developing people skills and confidence, the importance of which should not be underestimated.

There are so many reasons why it's important to have a thriving pub sector, not least because of the important social, economic and employment benefits in people's everyday lives, and the fact that pubs add a bit of magic.

Look at the great work Pub is the Hub has been doing for many years to help diversify the role of pubs in their communities and the more recent BII's *#notjustapub* and the BBPA's *#OpenToAll* campaigns. All these initiatives demonstrate the wider role of pubs, their inclusivity and also their social benefits. We know that there remain challenges in our night-time economies, and these need to be proactively managed by working in partnership with others in our towns and cities, but when the balance is right, the social benefits will outweigh any negatives.

Q As you begin your new role, what will be your focus?

I have five main areas for the Beer Group to focus upon over the next five years: the economy, the community, social responsibility, sustainability and innovation.

Hospitality was the first in and last out, during the pandemic, and the hardest hit in so many ways. The recovery had only just started when we were knocked down again by the cost of living crisis and the current economic climate. Rising costs are hitting the bottom line, consumer confidence is falling, and the increase in the costs of just doing business are huge – this is something we need to communicate to Government, working with industry and MPs to do so.

In terms of community, it's so important that we don't lose the goodwill created over the pandemic.



Entertainment in action at Gravity in Southside Shopping Centre in South West London



Licensees and bar staff look out for customers as a matter of course. In parts of the night time economy, people can become

very vulnerable for a variety of reasons. Having well-trained staff who are watching behaviour and keeping an eye on things is key and it's something that pubs have always done well.

Nationally, there is a big focus on women's safety – in London alone there have been a number of tragic murders of women in the last 18 months. The industry and other partners and stakeholders have a duty of care to ensure that women are safe and listened to.

One of the biggest challenges is the management of public spaces, and how we can make these safer. Again, the industry is already working with stakeholders to tackle this. In London, over 1,000 businesses have signed up to the Mayor's Women's Night Safety Charter, and there is real momentum to do something to increase women's safety and to take at least some of the onus off the women themselves.

Q In 2019, more than 20 organisations gave evidence to Parliament in support of the pub, in the APPBG Enquiry, *Unlocking Pubs' Potential Report*. This report, focused on the future potential of pubs and the opportunities to boost pubs' potential through tax and regulatory change. If ever change was needed, it's now. Are there plans for a new inquiry?

We are operating in a very different landscape now to when that report was originally produced. There is more

uncertainty and instability, it's a shifting situation, so there may be an opportunity to revisit this report.

The role of the Beer Group is to liaise with industry colleagues and MPs and reports, such as this one, are a very effective tool to highlight key issues. Next year is the 30th anniversary of the Beer Group, which will be a good opportunity to demonstrate how much pubs have changed and to update public perceptions.

The truth is that pubs are better managed now than they have ever been and they keep on getting better and better.

There are other factors to consider too, such as demographics and how pubs will need to respond to the changing customer needs. Young people aren't drinking as much as previous generations and there will be further evolution in the industry to keep pubs relevant as spaces where people gather and interact.

Q What are your hopes for the industry in this new year, 2023?

I hope the industry will weather the storm. This is an industry used to surviving and I hope it will come back stronger than ever before at the end of it all. There are always better days to come but we know that it will be a difficult year.

My role is to support the industry as much as I can, in terms of the key issues facing us at the present time. The Beer Group is here to shine a light and make sure factual information is available to MPs and those in charge of policy.

I would also like to really encourage individual licensees, as well as the pub companies, to build relationships with their local MPs and regional politicians, including Night Time Economy/Night Czars, of which there are now four across the country; in London, Manchester, Bristol and Birmingham. We all have an important role to play to develop relationships and to show the difference pubs make. ■

Pubs are a force for good – let's not forget about all the money they raise for charities and their support for grassroots sports' clubs.

In my previous role I worked closely with the London Night Czar, Amy Lamé, helping to sustain, maintain and support the industry, including welfare and vulnerability training, such as the *Ask for Angela* scheme. The message is that we are a responsible industry. From Corporate Social Responsibility (CSR) to sustainability, and all the good work companies are doing in terms of the environment, plus the employment, training and career paths we provide.

I want people to understand the transformation of the sector over the last 25 years. We are bigger, better and more professional than ever before in terms of the operation and innovation. A good example is the development and growth of no and low alcohol beers. The industry is innovative because it's led by the consumer and it responds to their needs.

My goal is to celebrate everything the industry has achieved.

Q Last summer, you helped London deliver the Women's Night Safety Charter, part of the London Mayor's strategy, *Tackling Violence Against Women and Girls*. What role do pubs and the wider industry play in keeping people safe?

Pubs have always played their part. They are responsible for operating a regulated, safe environment.



TVCL LEISURE

Gaming and Amusement Machine Supplier



FAMILY OWNED & FAMILY RUN



Supporting Independent Pubs throughout London
The Home Counties & The South of England

info@tvcleisure.co.uk

01189 121 042

www.tvcleisure.co.uk

IN THIS SPECIAL REPORT, WE HIGHLIGHT HOW A MORE INCLUSIVE APPROACH CREATES OPPORTUNITIES, BOTH IN TERMS OF INCREASING FOOTFALL AND MAXIMISING THE RECRUITMENT POOL. AS THE INDUSTRY COMMITS TO MAKING POSITIVE CHANGE BY SIGNING UP TO THE DIVERSITY & INCLUSION (D&I) CHARTER, SPEARHEADED BY THE BRITISH BEER & PUB ASSOCIATION, WE BRING YOU A RANGE OF EXPERT VIEWS AND TIPS TO HELP GROW YOUR BUSINESS BY BECOMING #OPENTOALL. KATE OPPENHEIM CBII REPORTS

SPECIAL REPORT

A pub for all people

Over the past three decades, pubs have made huge strides in broadening their appeal and by actively welcoming customers (and staff) from more diverse backgrounds, as well as with unique needs and abilities. From promoting a venue as female and family friendly, to creating a safe place for members of the LGBTQ+ and disabled communities, more pubs than ever before are providing inclusive spaces that bring people of all ethnicities, backgrounds and abilities together in a convivial, fun, safe and supportive environment.

Attracting new customers is key to growing any business. Tapping into and appealing to customer segments you're not currently seeing represented in your pub, presents a huge opportunity, both from the incremental revenue, to finding a new pool of employees with fresh talent.

Over the next six pages, we look at the opportunities and talk to the experts, while providing fantastic examples of why our great British public houses are #notjustapub.



Access for all

Enabling customers' spending power



Create a first, not second class experience for people with diverse needs

As many as one in five potential UK customers are disabled and the number is rising. Yet when it comes to accessibility, the hospitality sector is failing, with the majority (71%) of customers saying access wasn't receiving enough attention, according to the findings by HGEM, in partnership with Bespoke Hotels and Blue Badge Access Awards, in its *Accessibility in Hospitality* insight report.

Pubs and quick service restaurants are found to be the two worst performers, with consumers considering them least likely to take accessibility seriously – while hotels have the best reputation by far.

Ignoring the needs of people with a disability is a lost opportunity. Known as the Purple Pound, the estimated spending power of disabled people and their households in 2020 was £274bn a year, according to wearepurple.org.uk.

And at least 75% of disabled households claim to have walked away from a UK business due to poor accessibility or customer services, according to the HGEM/Papworth Trust's survey in 2018.

The issues customers face begin before they've even entered a venue: 21% of people surveyed said they had experienced parking difficulties and 22% had issues entering the venue – due to a lack of ramps and handrails.

Once inside, 44% found it difficult to move around the building, due to stairs, doors and narrow corridors and, when it came to the toilets,

17% had problems with the location, layout or size of the facilities.

It's not only accessibility for physically disabled people that operators need to address.

Staff training should cover advice on how to

recognise and support customers with specific needs, and make them more aware of people who may have an unseen disability, be deaf or have poor sight.

By taking positive steps, which doesn't always have to be about investment, a pub can become more welcoming to, and provide more inclusive spaces for, customers with a diverse range of disabilities and needs. ►



WHEN IT COMES SPECIFICALLY TO HOSPITALITY, PAPWORTH TRUST'S SURVEY FOUND THAT:

14% of people with a disability reported difficulties when visiting pubs or restaurants

22% of disabled adults reported having less choice over how they spend their free time, due to accessibility issues, compared to able-bodied people

Restaurants, pubs and clubs lose an estimated £163m a month

► Think about the customer journey

– are you signposting on social media and on your website that you welcome disabled people? You could include a short video showing your disabled parking, the ramp to the front door, the space around tables, etc. People (and their family and friends) with unseen disabilities may appreciate being seated in bigger or quieter spaces, which they know to be safe and welcoming.

Stand back and look your venue

and think about how easy it would be to get around, if you were blind or in a wheelchair. How might you attract attention for service, read the menu, or see the range of drinks available?

Tell potential customers what they can expect,

for instance, if you don't have space for wheelchair-accommodating toilets, say so. It could be a case of a guest deciding to drink less during their visit.

Educate staff to be aware of, and engaged with, people's needs. For instance, teach staff the basics in sign language.

Make it a pleasant experience: have tables that are comfortable for wheelchair users to sit at. Often wheelchairs won't fit underneath a table, leaving the person some distance from their plate. Investigate alternatives – for instance, garden benches are now available with space for a wheelchair to fit underneath.

Be pro-active about your offer: shout about what you're doing – use hashtags on your social media and include accessibility information on your website.

TOP TIPS

- **Access** – easy access is essential. Spending £100 on a metal ramp will assist wheelchair users, or anyone with walking difficulties.
- **Sound** – having a quiet area in your venue helps people that are hard of hearing as well as those who are neuro-diverse, including people with autism or Asperger's Syndrome.
- **Light** – keeping some tables and chairs in a well-lit area will assist partially sighted customers and those who may be more unstable when moving around. ■

ACCESS FOR ALL – CASE STUDY

Robin Sheppard, President, Bespoke Hotels

Recognised by the Government as a champion for disability access in the hotel sector, Robin Sheppard is committed to providing a premium experience for every customer, regardless of their needs or abilities.

Robin Sheppard begins by explaining: “We don't want our guests to experience obstacles. With 190 bedrooms, our Hotel Brooklyn in Manchester is a lot bigger than a typical pub, but the same issues apply. In most hotels, only 5% of bed stock will be accessible to disabled people. Our view is that we want to double that number by making our accessible rooms just as good as all our other rooms. As a result, we find that able bodied guests will sometimes request an accessible suite, because it offers more space and a bigger bathroom.

“In too many places, the unlet disabled room ends up being let to a last minute booker and because it's so bad, they knock £20 off the price as an apology discount. We come at this the other way and make our accessible rooms as stylish and comfortable as any other room.”

In Hotel Brooklyn, during its first year of trading post-Covid, it had £250,000-worth of additional income through bedroom sales and meeting facilities that catered for a disabled audience. This figure is now heading towards £500,000 a year.

The investment in the rooms was large, £4,000 per room, including the bathroom. And it's not only facilities that Bespoke invests in.

It uses audits by a specialist company, which observes the guest experience and cascades that information down through the business and into its training programmes. “It's not just about wheelchair access, but guide dogs, partially sighted and deaf awareness training – even training for bipolar and neuro-diverse conditions,” he explains. Bespoke is an advocate of an app called *WelcoMe*, which allows people with a compromised lifestyle to preview a venue. “For instance, we can warn guests about areas of the building that they might find difficult to navigate,” says Robin.

The Blue Badge Access Awards is about encouraging better practices and inspiring people to do more, collaborating with others to take a forward-thinking approach. “People with disabilities are constantly marginalised. It's about changing hearts and minds.

Recruitment

In addition to welcoming customers with a variety of needs, Bespoke is a proud employer of people with different skillsets. “There are a number of recruitment agencies desperate to find jobs for

these people. Sadly, most of the time, they don't even get an interview.

“All anyone wants is to be treated like a member of the team. Think about the roles you have available and carve out opportunities for people.” ■



ROBIN'S TOP TIPS

Nominate someone within your business as access champion

Put access for all on your agenda and really care about it

Visit other pubs, cafes, etc, in your area and steal their best ideas

Remember, it's about making things less tricky for people, whether they are wheelchair users, hard of hearing or have sight issues

FREE LEARNING SUPPORT

Training provider CPL Learning is launching new support to help staff identify and positively engage with customers with a variety of needs.

Online from mid-January, BII members will be able to access the training by sending an email to jamie.howitt@theaccessgroup.com. For more details, turn to the People & Training section on pages 29-30.





Ben with TV Chef Rosemary Shrager



A CELEBRITY CHEF IN THE MAKING

Ben McCarthy is at York College studying Hospitality NVQ level 1 full-time, covering kitchen and front-of-house skills within his qualification.

He also works with his mum and dad, Ashley and Kelly McCarthy CBII, at the family pub, Ye Old Sun Inn in Colton, North Yorkshire, both in the kitchen but mainly front-of-house with Kelly. Ben also does cookery demos with Ashley at various food festivals around the area, where he has met dozens of celebrity chefs and has had his picture taken with them all – in fact, Ben has become a bit of a celebrity in his own right and gets asked to have his photo taken with them!

When it comes to what he likes most about his college course, Ben says: "I really enjoy cooking, because I get to make lots of different foods that I get to take home and eat!" While at the pub he likes to chat to the

customers and makes sure they're having a great time, but his favourite thing is to be socialising in the bar with the locals! ■

One in three people would leave if disabled access was inadequate, says the HGEM report, with more than half of consumers (53%) saying they would not return to a venue where access was difficult.

43% of customers would not return to a venue where the staff were unaware of the needs of a disabled person.

59% of customers would react positively to a disabled person being employed at a venue

*Source HGEM's Accessibility in Hospitality report

ACCESS FOR ALL - CASE STUDY

Stuart Green, The Cabbage Patch, Twickenham, SW London

An advocate for employing neuro-diverse team members, Stuart Green, the General Manager of Fuller's pub, The Cabbage Patch in Twickenham, urges employers to see people with intellectual disabilities (IDs) as valuable members of the team. "They are just as good as anyone else," he says.

There are plenty of roles within any pub business that are perfect for people with an ID, says Stuart. "It's hard to fill back-of-house roles, when there's a national shortage of chefs. But if someone with an ID is able to fill a role, that frees up another member of staff with a bigger skillset.

"Lots of team members aren't prepared to come in and work the couple of hours needed to do kitchen prep. They're not interested in short shifts, because it's not worth their time. But our team members with an ID can only manage a few hours each shift and are eager to get the work," says Stuart.

"I want to tell people not to feel scared to look in this box, when it comes to recruitment. I've employed people with intellectual disabilities for 25 years and it's not hard work, it doesn't create health and safety nightmares, and it's not complicated.

"You do need to consider their needs, but that involves training the same as any other member of the team, and they will work independently. They are no more vulnerable than anyone else. I do consider, when creating any job description, how to keep people safe and, perhaps, I might not let certain individuals in the cellar."

Stuart continues that someone with an ID usually prefers the repetitive and more simple roles that people with greater skillsets often don't enjoy.

"It really does work on every level. You get positive feedback from their parent, guardian and social

workers, and you see them walk taller and prouder. They are exceptionally hardworking. They have huge pride in their work and are so grateful and appreciative for the chance. If more licensees or Head Chefs could just see how someone with an ID can free up a trained chef, they would know that it's really worth it."

Stuart's team members also work front-of-house, including interacting with customers. "People love it and

we've never had a negative comment. If we ever notice there is an issue, we explain the situation and customers are fine."

Along with giving work to people who love the opportunity, it also creates loyalty among customers and brings in new customers. "We have a regular Monday night group who have been



coming to us for 20 years. They are people with IDs who want to watch videos and play games between 6pm-9.30pm. On Tuesday afternoons, we have a story and book group and once a month we host a disco for adults with learning difficulties. We put on special events around Halloween, Christmas and Valentine's too and they are extremely well attended. We probably pick up an extra two bookings a month, thanks to the Purple Pound, and we have a regular table of 15-20 people for lunch.

"These are people with more spare time and disposable income who want to come here because it makes them feel great." ■



LGBTQ+

SAFE SPACES WHERE PEOPLE CAN BE THEMSELVES

Creating an open-minded environment where people feel cared for and welcomed

Being #OpenToAll is about creating a venue where staff and customers feel comfortable. BII Licensee of the Year Award 2021 winners, Jason and Chris Black FBII of Cornish Inns, put attitude at the forefront of any interviewing process, to ensure they bring on board open-minded and caring people to work at any one of their five pubs.

Chris says: “We aim to treat everyone the same, whether they are disabled, gay or from different ethnicities. We offer everyone the same smile and warm welcome. Our pubs are built on training our staff to believe in our values, being welcoming and ensuring every person receives that lovely pub experience. Hospitality is about being receptive and treating everyone, staff and customers, as part of the family.

“When we moved here four years ago, I was concerned that as a couple

we would be alienated or looked upon differently, but I can honestly say that no one seems to care, other than that we run welcoming pubs. Key to this has been that we’re open seven days a week, from breakfast through to dinner. It’s very common in Cornwall for businesses to close on Monday and Tuesday, or only trade at certain hours. Being here for locals and tourists has made us popular – our sexuality has never come into it. We’re running our pubs the way they want a pub to be run,” he says.

“We don’t put any focus on the fact that we are gay. It’s not important to our business. We don’t want a venue that may alienate anyone. We have disabled access and treat anyone with a disability in a way that doesn’t make them feel uncomfortable.

“Being caring and considerate is what it is about,” says Chris. ■

FEWER LABELS, MORE INCLUSIVITY

Julian Crowley MBII, who runs The White Horse, Dover, with his partner Stuart Fox MBII, says being gay has never been an issue for them.



“We were asked by friends and locals if we were going to turn our pub into a gay bar, but that wasn’t how we conducted our lives. We went to bars because of where or what they were, we chose our friends because of who they were. In essence, we had transferred our previous life ethos into our pub.

“Some people are left-handed; some people are right-handed and we don’t know why. Nor do we care. We were too old to have grown up with non-binary, but in essence we have tried to conduct our lives as label-less!

“How we have pro-actively sought to be inclusive is by NOT excluding anyone. No life choices, rationale or explanation has been sought out or demanded to come in to our pub, and by being a venue that welcomes everyone – without question, we have become a fully inclusive venue.

“Subtle encouragement has however, been put into place. Apparently, we are a great venue for a first date, as its embedded in Dover folklore that the landlords look out for everyone. For instance, we ensure female staff are walked out to their cars at night to ensure they are safe.” ■



THE GEORGE IV IN CHISWICK, SOUTH WEST LONDON, joined forces with the West London Queer Project (WLQP) and Siren Craft Brew last summer to raise money for Mermaids, one of the UK’s leading LGBTQ+ charities.

General Manager of the George IV, Ben Bullman, says they reach out to LGBTQ+ people through magazines and social media platforms across West London. “We like to be accessible to every aspect of our community and we

employ a diverse team here. We want to showcase what we can do. Being in a very traditional building, dating back over 250 years, it’s all the more important for us to show people that a pub like ours can be so much more than just a pub.” ■



TOP TIPS & SOUNDBITES

“We like to be accessible to every aspect of our community and we employ a diverse team here. We want to showcase what we can do.”
– Ben Bullman, General Manager of the George IV



Colour and ethnicity

Creating a vibrant and diverse pub-sector

SPECIAL REPORT

MAKING A CONSCIOUS EFFORT TO EMPLOY AND WELCOME PEOPLE OF ALL ETHNICITIES

Asian Entrepreneur of the Year and Businesswoman of the Year, Geetie Singh-Watson MBE is behind the Tpot pub company, which stands for The Principles of Trade.

Opening the first certified organic pub in the world in 1998, The Duke of Cambridge in Islington, Geetie now runs The Bull Inn in Totnes, Devon, an organic and ethically driven pub with nine bedrooms that takes an ecological approach to everything, from its renovations to the restaurant. The pub was awarded *The Times* and *Sunday Times* Best Eco Hotel of the Year in 2020.

A multiple-awarding winning licensee with over 30 years' experience in the trade, Geetie was awarded an MBE for services to the organic pub trade in 2009.

Geetie believes that diversity and inclusion begins by ensuring there is a cross-section of society within any team, which she acknowledges is easier for businesses situated in the larger and more cosmopolitan towns and cities, and more difficult in predominantly white-dominated areas, like Totnes in Devon.

"I'm running a human and open-minded business. We're democratic in our approach and are a place where people's opinions are heard – whether that's providing access to a toilet that a person is comfortable using or whatever. We embrace their needs and work out a solution," she says, adding that this approach means that the pub finds it easy to recruit members of staff.

"Our team at The Bull is a mix of genders, ages, colours and abilities. If I'm honest, I have never given it much thought, but naturally our team is pretty diverse.

"Hospitality requires so many different skill sets, from the extrovert front-of-house person to the creative introvert in the kitchen, and it attracts



different types of people."

Growing up in a commune in the white-dominated East Midlands, Geetie says she has experienced isolation because of the colour of her skin. "I was virtually the only brown girl in town and I was isolated at primary school. That all changed in secondary school, as the head and deputy head were very supportive of me – I managed to deal with any racism effectively. I was even told I'd wiped it out of the school!" Geetie laughs that her approach was of zero tolerance, describing herself as a sort of feisty superhero tackling discriminatory behaviour head on.

"Some people have suffered extreme discrimination because of their colour. My dad had a grim time in London, due to being a Punjabi Sikh with a turban. But he dealt with it in his own way.

"Yet, having been awarded Asian Entrepreneur of the Year, I've learned my role is about empowering other women with brown skin, like me, to feel able to step into roles like mine.

Thirty years ago, you never saw black and brown people front-of-house in the pubs and restaurants I worked in. I was the exception, when I started work in hospitality.

"When I first opened The Duke, I made a conscious effort to have colour diversity on the floor. We had a KP from Ghana who we put front-of-house. He had a wonderfully rich Ghanaian accent, which some people found hard to understand, but being Islington,

they were 'right on' about it. They certainly never complained.

Sadly, post-

Brexit, there has been an unleashing of racist attitudes – whereas before they might have thought but not said it, people are now vocal about it."

But she concludes: "What I've always loved about hospitality is the opportunities it gives you – especially the chance to work with interesting people. I love pubs. They appeal to my sense of being British, my Englishness. I am British and my passion for a great pub comes from that sense of Britishness." ■

"SADLY, POST-BREXIT, THERE HAS BEEN AN UNLEASHING OF RACIST ATTITUDES"

"Hospitality is about being receptive and treating everyone, staff and customers, as part of the family."
– Chris Black FBI of Cornish Inns

"Having been awarded Asian Entrepreneur of the Year, I've learned my role is about empowering other women with brown skin."
– Geetie Singh-Watson MBE, The Bull Inn

Colour and ethnicity

Success stories can help attract more multi-cultural licensees

Greene King Pub Partners' Arjun Flora MBII and Joshua Khan MBII have been sharing their experiences of running pubs with *BII News*. They both believe the key to attracting more people of colour into the trade is by promoting the business opportunities and personal successes.

Arjun is aged 25 and is successfully running two pubs, one with Greene King Pub Partners and the other for Star, Pubs & Bars. A British Sikh whose grandparents came to the UK from India, he believes one thing that holds younger people back from working in the trade is parental pressure.

"There's a stigma attached to working in a pub, especially among the older generations. We're in Leeds near the university, but we still only get one in 10 people of colour applying for jobs.

"I grew up around pubs and I'm now running what was my local and I feel very lucky to be offered this pub [The Eldon on Wood House Lane]."

Arjun continues: "Asian children tend to listen to their parents. Mine weren't pleased when, after finishing a computer science degree at university, I said I wanted to work in the pub

industry. But then, when I took on The Eldon aged just 23 and became the youngest landlord in Leeds, they were ridiculously proud. They come into my pubs all the time now."

Joshua Khan MBII (pictured above) operates three pubs in Newbury and Abington, two with Greene King Pub Partners and another with Stonegate. "It tends to be the mindset of the immigrant not to shout about your success. Yet, anyone arriving here for a new start only wants to create success – it's something that remains

with the future generations too," said Joshua, who is of Indian and Russian decent and came to Britain 21 years ago to make a new life.

"We all need to shout louder and share our success. We need to celebrate where people from ethnic minorities have taken over pubs. It's a bit like what we saw with the Women's World Cup. How many girls are now taking up football, because they believe they can do it? The same thing happened within the Post Office.

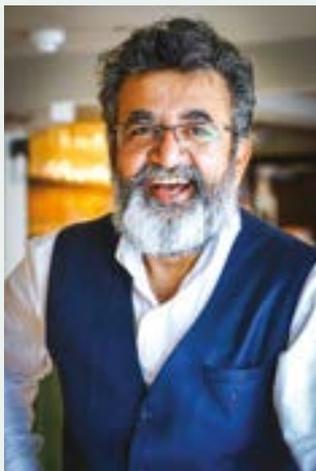
Years ago, Post Offices were all run by white people, but today, especially in London, 90% are run by Indians, Tamils and Sri Lankans.

"All the negative press about pubs closing and being turned into care homes and flats doesn't help either. We need to shout about the positives – how pubs give you the opportunity to run and succeed in

your own business.

"Every time a pub closes we are losing something uniquely British. I feel huge pride for our great British pubs – it's the place where people can go to talk to everyone. There are no strangers in a pub."

Joshua added that it was a BDM at Greene King, Simeon Baker, who gave him his first break. "I couldn't get anyone to give me a pub, but Sim Baker changed that by supporting me and I've not looked back since. It sometimes takes someone willing to put a square peg into a round hole." ■



Females and families

WOMEN'S WORK

Pubs today are more female and family friendly, but there's still work to be done

Up until 1982, it was legal to refuse to serve women in British pubs, despite the Sex Discrimination Act being passed in 1975. Today, we're all relieved to know that pubs are no longer off limits to women, yet it's true that for some women (young and old) pubs are still not places they choose to visit.

Research from 888Poker in 2020, which included 2,000 UK-based women, reports that a third (34%) of females feel the pub is male-orientated in a negative way, with just over half of respondents (55%) reporting that sexist behaviour was the most intimidating conduct (*Morning Advertiser*, <https://bit.ly/3UBzqwY>).

A safe space

With such a large number of women reporting intimidating conduct, according to the 888Poker 2020 report, creating a safe pub environment is key. It's also worth noting that feeling secure isn't just an issue for women pub goers; men too report feeling uncomfortable entering some venues that fail to provide a friendly welcome.



FAMILIES ARE GOOD FOR BUSINESS

There are seven million households in the UK with at least one child under the age of 14, yet only one in two of these households eats out at least once a week.

With the spend on dining out occasions averaging at £4,500 per household per year, there is good reason to do more to attract this market establishments, according to KAM's *Focus on Family Dining* research in 2022.

Currently pubs are losing out to quick service restaurants (QSRs), cafes and coffee shops: only 48% choosing to eat out in pubs and casual dining. The KAM report highlights that the key to doing well in this sector is by reducing the stress points and creating a fun environment that gets food eaten. ■



**KAM's Focus on Family Dining was based upon 500 online interviews with parents of children aged 0-14 years old in December 2021. For more KAM insights, go to www.kam-media.co.uk.*



WHAT FAMILIES WANT*

- MORE CHOICE:**
39% want more kid friendly options in their local areas
- BETTER MENUS:**
65% think children's menus need a shake-up
- FASTER SERVICE:**
40% say they've waited too long to be served
- LESS WASTE:**
most parents don't want to see food wasted or have to challenge what their children have chosen to eat
- 23% WANT VALUE FOR MONEY**
- 19% WANT HEALTHY OPTIONS**

Best Bar None (BBN), the Home Office and industry supported scheme that's focused on customer safety and welfare, works with police, licensing authorities and pub and club operators to promote higher standards within venues, including better training of staff. By accrediting venues, BBN is helping empower customers to choose better run venues, which display the BBN logo.

"BBN is active in 56 cities/towns and with major operator sponsors – including Stonegate, JD Wetherspoon, Mitchells & Butler and Greene King – is playing a major role in creating safer venues and streets in key locations, especially high density student areas. BBN is an important tool in terms of the toolbox that exists to promote a safer night time economy, complementing other important schemes, such as Ask for Angela, Street Pastors, Safe Buses, etc," says Sylvia Oates, who runs the national Best Bar None scheme. ■



IN DEVON AND CORNWALL A TRIAL IS RUNNING UNDER A POLICE INITIATIVE CALLED PROJECT SERVATOR. This deploys undercover police officers inside and outside of hospitality venues to look for predatory behaviour. ■

FAMILIES - CASE STUDY

Driving parents to use the pub

The Fox Inn in Farnham, Surrey, is making a name for itself as a family-friendly venue by allowing parents and carers to use their car park while they drop their children at the nearby school.

During the term-times, parents often stop off for a coffee at the pub afterwards, with the pub having invested in a barista style coffee machine, allowing it to compete with high street coffee shops, explains Greene King in its blog, *Running a family-friendly pub*. ■



running-family-friendly-pub-how-balance-all-your-customers-needs

SCAN HERE to read the blog or go to: www.greenekingpubs.co.uk/running-a-pub/blog/running-family-friendly-pub-how-balance-all-your-customers-needs

Best Bar None is active in 56 cities/towns and is playing a major role in creating safer venues and streets in key locations, especially high density student areas.

FIND OUT MORE about Best Bar None by scanning this QR code



INNbox

TOP POSTS & BEST USE OF SOCIAL MEDIA

Online success

THE CUSTOMER IS ALWAYS RIGHT... BUT ARE THEY ACTUALLY?

When you're answering *TripAdvisor* reviews, you don't always have to start from the premise that the customer is always right, says Stuart Fox MBII of The White Horse in Dover, a finalist in the BII Licensee of the Year Awards (LOYA) 2022 and a five-star guru when it comes to social media

Long hailed as the definitive rule within customer service, the adage 'the customer is always right', was first dreamed up by an American (that explains it, I mutter to myself), Mr Harry Selfridge. Founder of London department store Selfridges, Mr Selfridge was probably fortunate enough to never have to actually deal with customers himself. In fact, I'm almost certain he didn't, or he would never have come up with such a notion.

Our dear Mr Selfridge probably never intended his adage to be used to batter poor, hardworking pub landlords. In much the same way that *TripAdvisor* was never really intended to be used as a threat by the customer against a venue or person. How many of us have heard the clarion cry: "I'm going to report you to *TripAdvisor*"?

In reality, most of us have a sense of impending disaster and can intercept, smooth over and head off a problem before it happens. We can also spot the difficult customer and smother him or her in pseudo love.

If you cock-up, then its best to admit it, preferably with a witty add on and probably a bill reduction or complimentary drink. There is nothing like a free drink to lighten a mood and redirect a situation. The customer may not always be right but they're not stupid. We have all

woken up with stomachs churning after finding that one-star review on *TripAdvisor* that has come out of the clear blue sky.

But you can respond.

Of course, if you are going to go up against a customer who has publicly criticised you, which will be read by other potential customers, then you have to be pretty certain that you have your own house in order first.

"We did explain that there was going to be a delay for your food, as we were incredibly busy that night. All our food is cooked fresh to order and as you could see we were full, but I have noticed that you've failed to mention the complimentary round of drinks your table were given for the delay."

Nuggets of gold can be sometimes be found in their other reviews, which can be used to discredit them and show others that their complaints are unwarranted.

Some years ago, when an American reviewer – with a litany of complaints – described our 700-year-old pub as "dilapidated", I found with some delight he had also awarded

Canterbury Cathedral a one-star review on *TripAdvisor* too. I cheekily cited this by replying how "lovely it was to be rubbing shoulders with the archbishop with your similar one-star review of his cathedral".

Through online forums, such as *TripAdvisor* everyone has the potential to momentarily become Fay Maschler or Alex Polizzi, however ill-equipped they may be for the role. A century on from the phrase's coinage, exceptional customer service still remains the cornerstone of any hospitality business with the customer the focus. As to them always being right? In Selfridges they are most certainly are! ■



STUART'S TOP TIPS

on how to keep your pub relevant and engaged with customers this winter:

1 BE INVITING: Post photos of a roaring open fire – with a dog sitting in front, if you're four-legged friendly

2 STAY TOPICAL: When the weather is rubbish, show your warmest of welcomes. "Storm Claudio maybe creating havoc outside, but we're toasty inside getting tucked into one of our homemade pies with lashings of gravy and a gorgeous red".

3 IT'S IN THE PICTURE: Remember to think about the background in any photo. Show your lovely fire, or candles, tealights sparkling on the tables with people relaxing and looking happy. Avoid showing an empty pub.

4 SHOW OFF YOUR OFFER: from the hot and mulled drinks to retro dishes that every Brit loves to indulge in during the winter months.

5 BE LIGHT-HEARTED: Keep it fun. How about: "The cleaning lady found a £1, so we're turning on the lights. Come celebrate with us."

TOP TWEETS & POSTS



@FarmersBoyKensworth

"Our first local business to sponsor a race at our charity race night on 22nd October is F. Horton & Son Butchers. These are the guys that provide our meat including all the joints for our popular Sunday Roasts."



Become a racehorse owner for £5 and if your horse comes in you win £25 to spend at their shop in Totterhoe. Pop in to buy a horse or take a chance that some are left on the night. More sponsors and prizes to be announced soon. All in aid of CHUMS."



@FarmersPub

"One week today we will be hosting our first ever open mic night! Join us Friday, October 21st for an evening of fun and hopefully some good music!"



@TheQueensHead-Bradfield

"And the winners of best outfits are... Andy Barnett as Dracula and Emma Hanreck as Not so Little Red Riding Emma... Congratulations."



@Polgooth_Inn

"Proud to support Cavan Boyer of The Saints, as the team are blowing away the competition this year. #notstaged"



@TheWonstonArms

"Yep..... For Sure we are ! We are opening specially at Midday Monday for a Monday Lunchtime World Cup Match. England v Iran. Kick off 1pm. Let the World Cup begin!"



@Grundisburghdogdeli

"I absolutely LOVED constructing this wedding celebration cheese tower! Please email deli@grundisburghdog.co.uk if interested in having one for a special occasion of your own. #wedding"



@TheWychElmKingston

"SHOP LOCAL, SUPPORT SMALL BUSINESSES! As we start the inevitable Christmas run up here's an event all our locals may be interested in, 3rd Dec 10-3 with offers, gifts and goodies, look out for the leaflet drop soon. Lots of great little places to visit, including us, and to support in these tough times, our good friends @woofs_a_daisy and @rbkares @wineduphere @crafting_with_lottie @izzisaccessories are just some of those involved"



@TheRadcliffe

"Are you ready for the opening?... Our Apres Ski Lodge is opening tomorrow, Friday 18th November and we are super excited!

You can just simply head on down and enjoy a mulled wine by the open fire or even privately hire the area to enjoy with friends or family throughout December!"



@TheVictorialInn-ThreeMilestone

"Dream Job Alert! We're thrilled to have made it into this year's first-ever Green Pub Guide, powered by SmartDispense™ - and now they're on the hunt for seven lucky pub-lovers from across the country to test the UK's greenest pubs and venues in their regions and get paid £1,500 for it."



@TheQueensHead-Bradfield

"Nice to have some great people enjoying great food..."

#OUR FAVOURITE POSTS



@SpreadEagleCroydon

"It's time to make your Christmas magical. Book now in advance with us to make all your moments with loved ones this winter special! Please visit our website to book your tables now. #makeitmagical #fullers #christmastime"



@RailwayAtLowdham

"Our boss getting in touch with his youth at the Great British Pub Awards #finalists #gbpa"



@TheLordNelson

"Brentford, are you thinking what I'm thinking? 🍷"

FOLLOW US:

@BIIandBIIAB

BritishInstituteofInnkeeping
www.bii.org

Send the Right Signal

Better Wi-Fi means
happier customers.

Keep them coming back for
more with a faster, smarter
service that reaches every
corner and makes your
business flow.



Extraordinary
Performance



Exceptional
Security



Extended
Coverage

People & Training

Boost staff knowledge about your low and no range to grow sales this winter and beyond

SHOWCASE YOUR LOW-AND-NO ALCOHOL DRINKS BY TRAINING YOUR TEAM TO UPSELL YOUR FULL RANGE OF ALTERNATIVES.

Two in three people have now consumed an alcohol-free alternative to their usual alcoholic drink, with 13% of pub, bar and restaurant goers making that choice once a month, according to research by consumer insight specialists KAM, in partnership with Lucky Saint.

With one in four drinkers defaulting to tap water, when not drinking alcohol, KAM's Founder and Managing Director, Katy Moses CBII, highlights the opportunities for pubs. "If we converted half of these visits from tap water to a £2.50 spend, we're looking at a £400m opportunity. Or, to put it another way, that's a lot of revenue the industry is currently missing."

- **Create good point-of-sale material and actively market your alcohol-free range**, as well as training your bar staff to confidently upsell to anyone considering a glass of tap water or soda with cordial.
- **Make sure your bar staff are fully informed and enthusiastic about your alcohol-free**



alternatives, and don't look at any customer not wanting to buy alcohol as if they've landed from Mars!

- **Know your top three alcohol-free occasions:** dining with the family/young children (41%); lunch (32%); and for a daytime work meeting (31%). Plus 14% of customers opt for alcohol-free when on a date and 12% when at the pub quiz.

COFFEE CUPS ARE FULL OF PROFIT

In 2021, coffee shop chains saw a 43% growth, compared to 2020, presenting an opportunity for pubs to promote quality coffee – potentially as a take-away option, as well as to drink-in.

Coffee is also a high margin product. Wholesale coffee beans cost between £10-£18 per kilo and hold 120-140 servings per bag. One cup of coffee will cost around 10p to produce, with an extra 6p for milk. With the average price of a cup of coffee in the UK costing £2.45, that's a 93.5% mark-up, according to Esquires Coffee.

Key to having success with coffee is to create a product that is as good as the local café, while showcasing your large facilities, storage for buggies, fabulous toilets and baby-changing, range of snacks and so on.

"Whether it's to compete against high street cafes or to provide an after dinner drink for customers dining in your pub, there are many opportunities to serve coffee throughout the day, says the Evoca Group's Ben Brookes. ■

For the full cup of coffee information from Evoca, a BII Trusted Partner, turn to page 59.

TOP COFFEE TIPS

Automatic machines require daily maintenance, in terms of a fresh milk clean – most machines now offer an on-screen guide to walk the user through the required steps. It's imperative to allow the machine to complete this to make it perform at its best and prevent breakdowns.

Traditional machines do require a barista, but are capable of creating beautifully hand-crafted drinks.

Having someone with a good understanding of how to calibrate a grinder and measure an espresso dose will serve the best tasting coffee. Mastering and perfecting the steam arm and milk steaming techniques can result in fun latte art too.

Coffee beans have a life span, once removed from the packaging. The rule is, never overfill the grinder

hopper, as the beans will begin to degrade while they sit there.

Always store coffee in a cool dark place – not in the fridge, as they will absorb the tastes and smells of other items.

Fresh milk is a must. Keep it in the fridge and only pour the amount needed into the steaming jug to make the drink. This produces better results and reduces waste.

Finally, keep all the equipment clean daily, to remove any coffee oils and milk residues.





**FREE
DISABILITY
AWARENESS
TRAINING
FROM CPL LEARNING**

Training is key when it comes to proactively welcoming customers with a disability – 43% of customers would not return to a venue where staff were unaware of the needs of a disabled person, according to research by disability campaigners, wearepurple.org.

CPL Learning is offering BII members **FREE** training to help staff recognise disabilities and understand how best to make visits comfortable and stress-free.

This new course, which will be available from mid-January, will cover:

- Identifying and understanding disability
- Gaining confidence in how to assist people with different needs
- Understanding where it's best to seat people, eg, place wheelchair users at a table that's easily and comfortably accessible to them; a partially-sighted person in a well-lit area; someone with hearing issues or who is neuro-diverse in a quieter space, etc
- Learning how to be part of a pro-active team that is welcoming, understanding and #OpenToAll. ■

TO ACCESS THE COURSE, please email Jamie Howitt: jamie.howitt@theaccessgroup.com

Apprenticeships

BIIAB highlights how apprenticeships can help your business – thanks to grants

Investing in apprenticeships can support your business in the long term. Taking advantage of Government funding can also help you to afford to train this next generation of licensed trade professionals.

Training and development experts, BIIAB, set out how apprentice-ships can be used as a staff retention and recruitment tool to help your business succeed this year.

Upskill your team

When you think of apprentices, you may think of young people entering the workplace for the first time. But there are apprenticeships available for roles at all levels in hospitality, from commis chef and hospitality team member, to senior production chef and hospitality manager. The 'on the job' training facilitated by apprenticeships means they are perfect for pub and bar settings, and offer a great next step in anyone's career.

Importantly, there is funding available too.

The amount you can get will depend on your wage bill and number of employees, but you could

have 90-100% of your apprenticeship costs funded by the Government. Apprenticeships are therefore a cost-effective staff retention and recruitment tool at a time when budgets are tight.

Attract new talent

Apprenticeships are also a great way to recruit. Initiatives such as National Apprenticeship Week and Hospitality Apprentice-ships Week, alongside improved careers' support and education, are helping to make more young people aware of this exciting pathway.

Consider what opportunities are available locally to help you attract apprentices; you could build relationships with schools and colleges near you to create a pipeline of potential new talent. By selling the benefits of working in hospitality, you can make it easier to attract new staff.



Workplace culture

Apprenticeships provide learners from all backgrounds with a clear route to a successful career. By recruiting apprentices, you can build a diverse and welcoming team, which will ensure you can continue to attract top talent in the future.

As part of the Skills and Education Group, BIIAB is committed to championing equality, diversity and inclusion. Our new partnership with WorldSkills UK is about enabling young people of all backgrounds to succeed. We've had notable success too, with our staff member Areeba Kainat winning the Intermediate Apprentice of the Year Award at the Multicultural Apprenticeship Awards. ■



A ONE-STOP SHOP FOR ALL YOUR HOSPITALITY TRAINING NEEDS

If you're interested in using apprenticeships to develop your team, BIIAB can help.

BIIAB offers 18 end-point assessments for a variety of hospitality and catering apprenticeships, including the Level 3 Event Assistant, Level 3 Hospitality Supervisor, and Level 4 Hospitality Manager standards.

In addition, BIIAB offers a huge variety of qualifications in hospitality and catering, plus related fields such as business support and health and safety.

To find out more about how BIIAB can support your training needs, visit our website or contact the team. ■



<https://biiab.co.uk>
media@skillsedugroup.co.uk



Be a top 1% employer in Hospitality

What does it take
to stand out as an
employer in the
hospitality sector?



WATCH NOW

- ✓ Explore our new series where we speak to some of the most interesting and innovative teams working in hospitality today
- ✓ Watch now for insights, advice and lessons
- ✓ Exclusive access brought to you by Wagestream & S4labour



Start the new year with Clover

New year, new business

Take this opportunity to revamp your payment solutions so you can concentrate on your favourite parts of the business. As experts in the hospitality industry, our technology is tailored to suit your business needs.

New year, new savings: Get Clover devices for £1 a month for six months



Put Clover at the heart of your business

As a BII member, you can benefit from:

- **Friendly UK-based support**
- **Up to £1000 towards cancellation fees when you switch from your current provider****
- **Free faster funding**
- **No PCI management fees**
- **No minimum monthly transaction charges**

Clover Mini

This mini but mighty POS system packs a punch. Clover Mini fits comfortably on your bar due to its sleek and compact design, so you'll have plenty of space to entertain your regulars. This all-in-one POS system gives you the power to easily take payments, generate reports and set up loyalty schemes to thank your customers.

Clover Flex

Manage your business in the palm of your hand with Clover Flex. From the bar to the beer garden, our portable card machine allows you to take payments anywhere thanks to the powerful Wi-Fi and 4G connectivity.

Our fast-charging devices will last for up to eight hours – perfect for peak times and the weekend rush.

Elevate customer experience with Clover eCommerce

Cut the queues and free up the bar with Clover's online payments. Clover eCommerce is a convenient solution that integrates with your website, providing a hassle-free and secure payment process for your customers.

With tonnes of helpful features and amazing functionality, you can take payments and process refunds with ease.

A helping hand in difficult times

The cost-of-living crisis has been an unsettling time for businesses across the country, and we wanted to offer support to BII members like you.

Our trusted partner Liberis offers a business Cash Advance* which is an interest-free funding solution with no penalty fees or payment deadlines – just one simple cost agreed upfront. What's more, the funds could be with you in less than two working days. Find out more today at clover.liberis.co.uk or **0344-649-1297**.

Ready to switch?

Call our friendly team on **0808-271-9519** and quote "BII" or request a callback at uk.clover.com/lp/bii

Our lines are open Monday to Friday, 9 a.m. – 6 p.m.



Terms and Conditions

* This product is provided by Liberis Ltd, Scale Space Building, 1st Floor, 58 Wood Lane London, W12 7RZ (company number: 05654231). Liberis' Business Cash Advance is a form of receivables finance not a loan. Liberis is not authorised or regulated by the Financial Conduct Authority and the Financial Ombudsman Service will not be able to consider a complaint about Liberis. Amounts advanced are subject to status and our underwriting process before any offer can be made. Terms and conditions apply.

** uk.clover.com/switch-to-save

© 2022 Clover Network, LLC. The Clover name and logo are registered trademarks owned by Clover Network, LLC. and are registered or used in the U.S. and many foreign countries. 1665897 2022-11

BII HELPLINES

0330 058 3878

TWO TELEPHONE NUMBERS, ONE COMMON GOAL: TO CREATE THE BEST PLAN OF ACTION FOR YOUR BUSINESS. OUR TEAM OF ADVISORS ARE ON HAND DURING OFFICE HOURS TO OFFER EXPERT ADVICE WITH A TAILORED APPROACH TO EACH QUERY



HR & Employment Law

0330 058 3878
(Option 1)

Provided by Bhayani Law



Legal

0330 058 3878
(Option 2)

Provided by John Gaunt & Partners



Licensing Law

0330 058 3878
(Option 2)

Provided by John Gaunt & Partners



Covid-19, Health, Safety & Fire Compliance

0330 058 3878
(Option 3)

Provided by Shield Safety Group



Business Rates

0330 058 3878
(Option 4)

Provided by Harris Lamb



Tax

0330 058 3878
(Option 5)

Provided by RSM

BII Helpdesk + Landlord & Pubco Helpline

01276 684449



Landlord & Pubco Relationship Provided by the BII

Arranged via **Your BII Helpdesk team**, a call with the BII can assist you to create a plan of action that could help you manage your relationship with your landlord or pub company. Previous queries have included things like inventory sales and Market Rent Option (MRO, going free of tie).



Your BII Helpdesk Provided by Your BII Membership Team

Unsure which helpline to call, or where you can access the most up-to-date advice? Your BII Helpdesk team are on hand to support you and can also give you a helpful run through of all your member benefits too. Our friendly team are also available via email at membership@bii.org.



SCAN HERE

for more information about our helplines on our website

Saving you time and money
www.bii.org



TRUSTED PARTNERS DIRECTORY

BII'S TRUSTED PARTNERS ARE AN APPROVED NETWORK OF INDUSTRY LEADING PROVIDERS OF PRODUCTS, SERVICES AND SOLUTIONS FOR OUR MEMBERS. SPECIFICALLY SELECTED FOR THE QUALITY OF THEIR SERVICE AND THEIR ABILITY TO WORK CLOSELY WITH OUR MEMBERS SAVING THEM TIME AND MONEY, AND DELIVERING GREAT VALUE IN THEIR BUSINESS



People

HR & EMPLOYMENT

BHAYANI
0114 3032 300
hello@bhayanilaw.co.uk

RECRUITMENT

HJUK
07909 992396
info@hospitalityjobsuk.com

STAFF BENEFITS

WAGESTREAM
0113 280 5816
sme@wagestream.com

STAFF ROTAS

ACCESS PEOPLE
0845 345 3300
hospitality@theaccessgroup.com

S4LABOUR

01295 238575
Lisa@s4labour.co.uk

TRAINING & QUALIFICATIONS

BIIB
0115 854 1620
customersupport@biib.co.uk

CPL LEARNING

0151 647 1057
info@cpllearning.co.uk

HIT TRAINING

0800 093 5892
info@hittraining.co.uk

UNIFORM

DENNYS BRANDS
01372 377904
sophie@dennys.co.uk



Food & Drink

BAR SNACKS

KP SNACKS
0800 917 4494
thebar@kpsnacks.com

PUBBY'S

01527 386699
andy.gardiner@pubbys.co.uk

BEER LINE CLEANING

CLEARBREW
01209 219889
enquiries@clearbrew.co.uk

CELLAR GAS

BOC
08457 302 302
sureserve@boc.com

COFFEE MACHINES & SUPPLY

EVOCA
01902 355000
andrew.barrow@evocagroup.com

FRESH FOOD SUPPLIERS

MENU FRESH
0330 058 2678
hello@menu-fresh.co.uk



**GENERAL LEGAL,
LICENSING, HR, EHO,
RATES & EMPLOYMENT
TAX HELPLINE**
0330 058 3878

*Operated by John Gaunt
& Partners, Bhayani Law,
Shield Safety Group, Harris
Lamb and RSM*



Professional Services

BUSINESS FINANCE

PXL
01785 256396
sales@pxlassociates.co.uk

SWOOP

020 3514 3044
hello@swoopfunding.com

BUSINESS INSURANCE

PXL
01785 256396
biienquiry@pxlassociates.co.uk

BUSINESS RATES

HARRIS LAMB
0115 947 6236
pubrating@harrislamb.com

COMPLIANCE

TRAIL
0845 345 3300
hospitality@theaccessgroup.com

SHIELD SAFETY

020 3740 3744
support@compliancecentre.co.uk

LICENSING LAW

JOHN GAUNT & PARTNERS
0114 266 8664
bii@john-gaunt.co.uk

PROPERTY MANAGEMENT

MAINTAIN
0845 345 3300
hospitality@theaccessgroup.com

PUB SUPPLIES AND CLEANING SOLUTIONS

**LONDON CATERING &
HYGIENE SOLUTIONS LTD***
020 8947 8758
sales@londonchs.co.uk



Utilities

BROADBAND

SKYCONNECT
0333 759 4943
skyconnect.uk

ENERGY

eENERGY
024 7699 7901
bii@eenergy.com

EV CHARGING POINTS

VOLTSHARE
020 8168 8618
info@voltshare.co.uk

WASTE MANAGEMENT

WASTE SOURCE
0333 344 4083
sales@wastesource.co.uk



Entertainment

TV

SKY
0844 824 5530
www.business.sky.com/pubs/home

BT SPORTS

0800 678 1065
btsport.businessservice@bt.com

LIVE ENTERTAINMENT

GIGREALM
0330 135 8525
contact@gigrealm.com

GAMING & AMUSEMENTS

TVC LEISURE*
0118 912 1042
info@tvcleisure.co.uk

*This partner only covers certain regions, please see website for details



PULL OUT & KEEP

All the info you need in one place – pull out this centrespread and pin it up for instant info





FOLLOW US:

www.bii.org

@BIIandBIIAB

BIIandBIIAB

BritishInstituteOfInnkeeping



www.bii.org



Technology

BOOKING SYSTEMS

ACCESS COLLINS

0845 345 3300
hospitality@theaccessgroup.com

ZONAL

0800 131 3400
bii@zonal.co.uk

CARD PAYMENT

CLOVER

0330 123 1241
fdmsleadmanagement@firstdatacorp.co.uk

TIM MARTIN

020 8064 1969
dwayne@timmartin.com

DIGITAL GUEST EXPERIENCE

ACTEOL

0845 345 3300
hospitality@theaccessgroup.com

EPOS

ACCESS JUICE

0845 345 3300
hospitality@theaccessgroup.com

ACCESS EPOs

0845 345 3300
hospitality@theaccessgroup.com

ZONAL

0800 131 3400
bii@zonal.co.uk

POLARIS ELEMENTS

020 3198 8000
info@polaris-elements.co.uk

WINPOS

0118 334 0075
sales@winpos.com

CLOVER

0330 123 1241
fdmsleadmanagement@firstdatacorp.co.uk

ORDER & PAY SYSTEMS

ORDERBEE

0845 345 3300
hospitality@theaccessgroup.com

PRODUCT PURCHASING

PROCURE WIZARD

0845 345 3300
hospitality@theaccessgroup.com

SOCIAL MEDIA

LOVE YOUR PUB

01329 227488
info@loveyourpub.co.uk

STOCK CONTROL & FLOW MONITORING

VENNERS

01279 620820
biimembers@venners.co.uk

VIANET

01642 358800
info@vianetplc.com

WI-FI SOLUTIONS

ARUBA

07500 965592
oliver.macritchie@hpe.com



see the website for more detail



TESTIMONIALS

“The BII provides endless tools to help you maximise every area of the business. From the fantastic training tools, provided by CPL Learning, to the direct links supplied by the brilliant Trusted Partners, which provide sound advice to all members.”

JOE BUCKLEY AND FLO PEARCE,
THE TOLLEMACHE ARMS

“Commercially, VoltShare’s offer was more competitive than others we were considering. On this specific project, there was a zero cost for install and charging units, and VoltShare applied for the Government grant on our behalf to support the install costs.”

JULIAN CLARKE, NEW DAWN PUBS

“All of the topics and advice we have received from the BII via email have been informative and supportive. As a new business, such support and help is very much needed, especially during the current harsh and challenging conditions. I look forward to your continued support for the coming year.”

MARCOS CEFEIN, KINGS ARMS HOTEL

“Being a sole trader, you can struggle to keep up-to-date with all the legislation, as you do not have the back up of a large company’s HR Department. But if you join the BII, you are simply a phone call away from help when you need it.”

DIANE HEGGADON, CREDITON INN

“The BII is my ‘go to’ place for industry guidance. The Knowledge Bank is a great resource and I frequently share the PDFs with our tenanted and leased pub estate.”

EMMA SWEET, BRAKSPEAR



Sentinel House · Ancells Business Park
Harvest Crescent · Fleet · GU51 2UZ

01276 684449
enquiries@bii.org

ACCREDITED ADVISORS



**INDEPENDENT
EXPERT SUPPORT**

It is essential that our members get independent, expert advice as they face critical decisions for their businesses, especially with major commercial lifecycle events: entering into formal agreements with landlords where conditions in agreements are substantially changing and when considering sizeable capital investments in their businesses.

The accreditation scheme has been designed to provide independent professional advisors for licensees which meet the highest standards of professionalism, have full liability insurance, the skills & expertise and industry experience. This will ensure licensees get effective business advice allowing them to start, protect and develop their businesses with confidence.



Accountants

2 VAT LADIES LTD / CMS
enquiries@2vatladies.co.uk
0121 730 2269

BK PLUS
hello@bkplus.co.uk
01889 592873

CARROLL ACCOUNTING
hello@carrollaccountants.co.uk
0800 056 0558

**DAVID JONES
ACCOUNTANTS LTD**
info@drjaccountants.co.uk
01937 581356

ELTA
talktous@e-lta.com
01978 358535

**GMSM ACCOUNTING
LIMITED**
enquiries@gmsmaccounting.
co.uk
0117 203 4577

INN CONTROL
info@inn-control.co.uk
01604 805715

INNHOUSE ASSOCIATES
enquiries@inn-house.co.uk
0845 260 0757

INN TRADE ASSOCIATES LTD
admin@inntrade.net
0151 214 0658

MELROSE (UK) LTD
hello@melrosegroupp.co.uk
01454 419262

MJ & A ACCOUNTANCY LTD
MJA@mjandaaccountants.co.uk
01472 357068

MORGAN WELLS
peter@morganwellsuk.com
07855 529397

PLS (MANAGEMENT) LTD
office@pls.uk.com
020 8977 6255

**ROSLYNS ACCOUNTING
CO LTD**
support@roslyns.co.uk
0114 213 8330



Chartered Surveyors

STEPHEN OWENS
Christie & Co
stephen.owens@christie.com
07968 004500

HOWARD DAY
Davis Coffer Lyons Limited
hday@dcl.co.uk
020 7299 0683

STEPHEN HATTLEY
Eddisons Commercial
stephen.hattley@eddisons.com
07800 517711

DOUGLAS LAMBIE
Ryden LLP
douglas.lambie@ryden.co.uk
07909 092642

DAN MACKERNAN
Savills
dmackernan@savills.com
020 7299 3050

TONY HUNTER
Savills
thunter@savills.com
07967 555568

COLIN LAMBERT
Savills
cjlambert@savills.com
023 8071 3900

JEREMY BEECHING
Scott Burridge Commercial LLP
jeremy@sbcproperty.com
01872 277397

DAVID MORGAN
Morgan & Clarke
david@morganandclarke.co.uk
020 8103 3904

PAUL NEWBY
Matthew Phillips Surveyors
paul@matthewphillipssurve-
yors.co.uk
07836 722950

We are continuing to
update these lists daily,
please visit our website or
scan the QR code (below)
for the most up-to-date
list of Advisors



Solicitors

JOANNA NICHOLLS
Howes Percival LLP
07717 507110
joanna.nicholls@
howespercival.com

SCOTT SMITH
Howes Percival LLP
01223 791032
scott.smith@
howespercival.com

AMY RUDRUM
Estate Legal
0117 959 6458
amyrudrum@
estatelegal.co.uk

JOHN WALKER
Guest Walker
07906 001 064
john.walker@
guestwalker.co.uk

WILL ANDERSON
Clarke & Son
01256 320555
wanderson@
clarkeandson.co.uk

TARIQ PHILLIPS
TP Legal
01483 668810
tp@tplegal-ltd.com



LOOKING TO JOIN OUR ACCREDITED ADVISORS?

Contact us on accreditedadvisors@bii.org for more information

SCAN HERE
for the most
up-to-date list



WE COULD SAVE YOU MONEY ON COMMERCIAL POLICIES

The reality for everyone is costs are rising especially in terms of staff wages, food and the dreaded utility bills.

Now more than ever, you need help to find ways to save money, whilst you strive to trade as profitably as possible.

PXL Insurance has helped save £900k+ in premiums for 1,200+ BII members over the past four years.

If you own other businesses, or have commercial/residential properties, **let us quote and see if we can save you money on the premiums you're currently paying.**

Our FREE REVIEW service, has made average savings of £400 to £2,500 for our customers!

Where should BII Members go for more information?

Ring our dedicated helplines on:

01785 256 396

For us to review your hospitality related commercial Insurance and for enquiries on all other types of commercial insurance

Lines open Monday to Friday 9am to 5.30pm.



We have saved BII members money on all types of policies, including:

- 🌿 Commercial industrial units
- 🌿 Retail shop units
- 🌿 Commercial property portfolios
- 🌿 Residential property portfolios
- 🌿 B&B Guest Houses
- 🌿 Offices
- 🌿 Car fleets – minimum of three vehicles

Hospitality Trade Commercial Insurance

COVER CAN INCLUDE:

- 🌿 Buildings, contents, fixtures and fittings, stock
- 🌿 Liability insurance – public & product liability, employers liability
- 🌿 Unexpected tax and VAT investigation cover built-in





FREEHOUSE *focus...*

KELLY MCCARTHY

FROM SUCCESSFUL FREEHOUSE PUB OWNERS – THE MCCARTHYS ARE FORMER WINNERS OF THE BII LICENSEE OF THE YEAR AWARD – TO BUSINESS ENTREPRENEURS WITH A TRULY MULTI-FACETED AND EXCITING NEW BUSINESS, MICHELLE PERRETT TALKS TO KELLY MCCARTHY CBII TO FIND OUT MORE

Kelly and Ashley McCarthy CBII are well known for their innovative and forward-thinking approach to business. Their country pub, Ye Old Sun Inn in Colton, North Yorkshire, has won a raft of awards and over the past 18 years their passion has shone through.

But these former BII Licensees of the Year have taken their innovation to a new level. Faced with changing trading patterns, challenges in the aftermath of Covid-19 and a lack of a work-life balance, they decided to make some revolutionary changes.

“We had lost our way and we had lost some passion and had become hamsters on a hamster wheel,” says Kelly.

The pub rode the Covid storm by diversifying into takeaways and turning itself into a shop overnight –

but the Covid lockdowns also gave the couple a chance to relook at their life and work.

“We had the pub up for sale pre-Covid in 2018. Ashley was at a stage where he didn’t want to be in the kitchen anymore and we were not getting a work-life balance. We were working seven days a week,” says Kelly.

“It was becoming quite apparent in our personal life that it was taking over and we didn’t have time for each other. It was tough.”

Part of the reason for putting the well-known freehouse pub on the market was that both Kelly and Ashley wanted to pursue other interests. Ashley wanted to focus on his career as a professional chocolatier and had already starred in Channel 4’s *Extreme Chocolate Makers*, while Kelly had attended a distilling course and was keen to pursue this.

“It was a tough two years of Covid-19 and then staffing became an issue at the start of this year. We realised if we carried on the way we were, then quality was going to nose dive.”

A combination of events, including the family losing Kelly’s dad to cancer, brought the whole work-life balance issue into perspective. And when one of the chefs handed in his notice in the summer, the family were determined to have their holiday.

“I said ‘I know this sounds like a stupid idea, but why don’t we shut for the whole of the six weeks?’” She adds that they knew it could be business suicide, but the urge to *press stop* and take the time to decide what they wanted to do – while also getting to spend precious time with their kids and refocus the whole business – was overwhelming.



So, plans for Kelly's distillery began. "When we did the maths we realised we still needed to buy facilities, have somewhere to sell from and then get a social media platform going. The more we thought about it, the more obvious it became to do it from the pub."

They realised very quickly that this was never going to work if they were running the pub seven days a week. And with the cost-of-living crisis hitting, rising prices and staffing challenges, they decided to take some tough decisions.

"We wanted to turn ourselves into a venue. If we can plan and know we have 50 people in for dinner, we can order exactly the right amount of things and we are heating the pub for one particular event," says Kelly.

On return from their six-week family tour of France, they changed the business model to open the pub for just two days a week. Monday

10am to 3pm and Friday 9am right through with brunch, lunch and dinner. Monday was always traditionally a busy day and they are already on-site distilling. Friday was good for the drinking trade, although they take bookings for food in the restaurant. And if there are private events running, they will open the pub to regulars. Kelly keeps the regulars updated via social media and *What's App*.

"We now change the menu weekly and have gone to a 4-4-4 menu and back to some basics of good food, cooked really well. It changes every week, so you could come to us on a Friday every week and eat something different," she says

The new operating format means that staffing is now minimal, much less costly and it is also giving their team a broader range of skills, as well as more interesting jobs.

"The day-to-day mundane is no longer there because every day is different."

But it is not just about private events or occasions. The pub is now running its own specialist pop-up activities, including tasting menu nights, breakfast with Santa and Sunday lunch. The benefits are that customers pre-book, meaning the pub can manage costs and ensure profitability.

A Government tax break, applied for while Kelly was initially distilling off-site for 18-months, meant they could buy a 30l still from an English supplier and set up the Fairfax distillery in one of the smaller rooms in the pub. Named after Sir Thomas Fairfax, who owned the land the pub is situated on during the Civil War, it gives a heritage story for the brand.

The growing business is proving popular with its barrel-aged spiced rum already winning the *Deliciously Yorkshire Taste Award* for best spirit.

"Last Christmas we did a market in York and we turned over so much money there! You look at it and say 'I've done the equivalent of two week's pub takings on a market stall'."

All the elements of the business are



being put under one umbrella with gin and chocolate gifts being launched, as well as blending boxes, which are sold out of the pubs gift shop and by mail order. The gift shop is proving to be a great sales tool, especially with the pubs' contract with a tourist bus company.

"We get 50 tourists, we feed them and they buy things from the gift shop, which is great for the chocolate and gin. I will do a talk about the heritage of the pub and the Fairfax name, and what goes into the distilling. You can make an extra £30 a head and, as they are in one room, we can open the bar for the locals," Kelly explains.

And it doesn't stop there. The business is now focusing on finding new customers. They are looking to market: the business at weddings fairs; to increase the opportunities to provide external catering; launch chocolate workshops; create exclusive gifts for sale in Selfridges and Fenwicks, as well as extend their business's reach by offering blending events on experience's websites.

"We are not biting off more than we chew because we are making those choices. We are back and passionate again," she says. "We have allowed ourselves to look outside the box and have taken our heads out of the sand. We are back in the controlling seat."

She advises other licensees to be brave and be bold and take one big step back to really look at their businesses.

"I don't think any of us can take things for granted, you have to be flexible and you have to want the business to succeed. If you don't get the work-life balance right, why are you doing it?" she says. ■

“**I don't think any of us can take things for granted, you have to be flexible and you have to want the business to succeed. If you don't get the work life-balance right, why are we doing it?**”



Meet *the* MEMBERS



THE BII'S STRENGTH IS IN THE DIVERSITY OF OUR MEMBERSHIP: OVER THESE SIX PAGES, WE MEET THREE MEMBERS FROM VERY DIFFERENT BACKGROUNDS WHO ALL SHARE A LOVE OF THE INDUSTRY



HOLLY MILLIN MBII

HOLLY MILLIN MBII IS CELEBRATING HER FIRST YEAR AT THE ARTICHOKE IN CHARTHAM, KENT. THE BII'S PETER BASKETT MBII SPEAKS TO HER TO FIND OUT ABOUT THE LAST 12 MONTHS

Holly Millin MBII recently celebrated her first year as landlady of the historic Artichoke pub in Chartham, Kent, which has served as the village spot for great food and drink for more than 700 years.

This traditional pub is packed full of character, having preserved much of its original architecture, from the old oak beams to the exposed brickwork. Back in the 1650s, the Artichoke was owned by Richard Marsh, who turned the site into a brewery before going on to found Shepherd Neame in Faversham.

Holly tells how she has embraced the pub's rich history, while running it as a modern business. "This was the first pub that the Shepherd Neame family bought, so it's quite special to them in terms of the history.... There's quite a lot on display about the pub's past, in the way of paintings, photographs and newspaper clippings from over the years, particularly information relating to the renovations of the pub. We like to keep as much as we can."

Customers are equally appreciative of its classic look and feel, with the pub's most popular table being the repurposed well that was uncovered during a flood half a century ago. Rather than cover up the well, it was fitted with a glass top to create a table, allowing diners to see directly into the well below. Back in the days when the building was a brewhouse, the water from the well was used to brew beer, which serves to make it a focal point of the building's history.

MODERN DAY BUSINESS

Fast forward to today, and Holly runs the pub as a modern business, keeping up with the industry and trends to stay relevant to her customers.

A prime example of this is how she has responded to the increasing demand for vegetarian and vegan options – even among those who eat meat – with the menu at the Artichoke now offering as many plant-based as meat options.

"When you do your Sunday roast, it's important to appeal to vegans too. Often, I think vegans just get stuck with a nut roast, so we like to include options that people might want to eat. The market definitely demands you cater for different dietary requirements."

Being inclusive and making sure there's an offer for everyone is important to Holly, who also caters for larger groups, social and community events. A recent buffet she hosted for 50 people included 10 vegetarians and one vegan, that's more than 20% of the group, and she believes it is important that they feel as included and welcomed as anyone.

COST CUTTING

Asking Holly about what she's doing to manage the current energy price hike and cost of living increases,



“

When you do your Sunday roast, it's important to appeal to vegans too. Often, I think vegans just get stuck with a nut roast, so we like to include options”

”



she explained that she is saving energy and managing money more effectively. “From turning my kitchen equipment off in the afternoon, when we’re not trading in the kitchen, to making sure that washing loads are full – we’ve looked at every area of the business to make savings. I’ve also gone from a monthly to a weekly payroll to help manage cash flow better.”

“Another thing I’ve done to help manage my costs is to set up standing orders to pay utility bills in advance, so I don’t get a £1,000 bill through the door that I will be struggling to pay.”

CHALLENGES

Having initially made the decision to close the pub on Mondays and Tuesdays, due to the chef shortages and finding herself tied to the kitchen, Holly is now looking to open seven days a week, having talked it through with a friend and fellow publican.

“It’s about creating an offer that’s good enough to draw people in. If you think about it, you work four days to pay your rent and your beer order. If you open for those extra two days, and you’ve made that money and paid

the bills, anything you earn after that is a bonus. Even if you only earned £200 after you’ve paid everyone, that’s still £200 in the bank.”

Holly is also encouraging customers as they pay the bill to book ahead the next time they visit, to help alleviate some of the challenges of staffing. They are given a small card with their bill, which includes the pub’s contact details.

“I give people the card and say ‘it would really help us if you book next time.’ We get a lot of walkers from Canterbury and if they just give us a heads up that they were coming, it would be a lot easier to manage staff.”

Holly is a strong believer in marketing the business and uses social media and leaflet drops to spread the word about the Artichoke. Pensioners, she says, looking to save a bit of money aren’t usually on social media, so they need you to physically market directly to them in their homes. And she encourages staff, in their downtime, or when the pub isn’t busy, to come up with some ideas about how to attract new customers.

Staff at the Artichoke have access to an iPad and Smartphones and engage in social media to promote the pub too. She explains: “They can follow on social media customers of local pubs. If someone is following a pub, then you know that they are interested and local. It’s time consuming, but when it’s quiet it’s good to use the



time to market the business and bring customers in.”

Finding staff isn’t easy, not only because of the recruitment crisis but due to the pub’s location outside of town.

“If people don’t drive, there’s only one train an hour from Canterbury and the last train might be after the pub’s closing time. So, we try to employ

locals from the village and then help to develop them, if they’re younger and don’t have the skills.”

Holly trains her staff both in-house and by using CPL’s online learning courses, as she says there is a value in staff receiving certificates as evidence of their progress.

Holly is careful not to underestimate the power of recommendations. “Every function is an opportunity to sell another function,” she says. “People will remember, so the next time that there’s a wake, a Christmas party or a baby shower being planned, they’ll say ‘oh, we went to this really good pub, why don’t you try there?’”

It has been great seeing all the fantastic work Holly has done at the Artichoke in her first year, and we look forward to seeing her grow and thrive alongside the historic pub for years to come. ■



The Artichoke’s beautiful interior makes a feature of the old well – reversioned as a table (above)



BII BENEFITS

As an active member of the BII, Holly says that her most-used benefit is the Staff Contract Builder, as it is quick and simple to use and saves her a lot of headaches. She also finds good value in the HR helpline: “It’s just so good to get an answer to a quick question that might have been worrying you, or have been on your mind for a while.”



MEET... TEAM McNEENEY MBII

THE McNEENEYS (ALI, PHIL AND THEIR FAMILY) RUN THE OXFORD IN ROCHDALE, A FAMILY PUB AT THE FOOT OF THE PENNINES IN LANCASHIRE. TOGETHER, THEY CALL THEMSELVES TEAM McNEENEY, AN ENERGETIC, HARD-WORKING BAND OF PUB LOVERS WHO TOGETHER ARE CREATING A PHENOMENAL OFFER FOR THEIR CUSTOMERS. THE BII'S HANA RHODES MBII REPORTS

Team McNeeney is undoubtedly worth more than the sum of their parts, with each member of the family bringing their own strengths and skill sets to the business, creating stability and true teamwork to The Oxford in Rochdale.

Ali McNeeney MBII has been in the trade for 40 years and The Oxford is pub number 18 of her career. She leads as the host, manages the administration side of the business, but also uses her creativity in the pub's signs and décor. Describing husband Phil, Ali says: "Phil is the Gopher – he's behind the scenes but a real hands-on part of the business. He's our Operations Manager and builder."

Two of Ali and Phil's three children also form part of the team, with Tom and Ella sharing the responsibilities of kitchen and front-of-house management, as well as social media and marketing.

The Team McNeeney brand is their way of presenting their upbeat vibe, plenty of humour and connecting with their customers on a personal level, all while providing themselves a base for any future endeavours and expansions.

Positivity and humour

Social Media is a huge part of the promotion of The Oxford, with siblings Tom and Ella managing each different platform individually, to maximise their engagement with their audiences.

Tom says: "The dry-humoured, sometimes cheeky comments we can get away with on *Twitter* to make people laugh often won't work on the much more local and community-led *Facebook* page, and our *Instagram* videos and photos don't translate to *Twitter* either."

Making the most of the strength of each platform means they can appeal to different types of customer, broadening the Team McNeeney reach with meaningful connections, which turn into return business.

Tom's advice when it comes to social media is to find a great competitor account, and really think about what they're doing and why it works.

"If you can see that a company like Hawksmoor is posting about roast dinners in its stories on a Sunday morning, it is doing it for a reason – to tantalise people to come in that day.

"We do this too, and we post about our really tasty and great value-for-money lunches, just before people might be sitting down for a simple



sandwich at home to tempt them in," says Tom.

Bringing personality into the service and atmosphere of the pub is crucial for the success of The Oxford, and Ali credits their whole team with the fact that they're dedicated, hardworking, and bring their energy to the wider pub family.

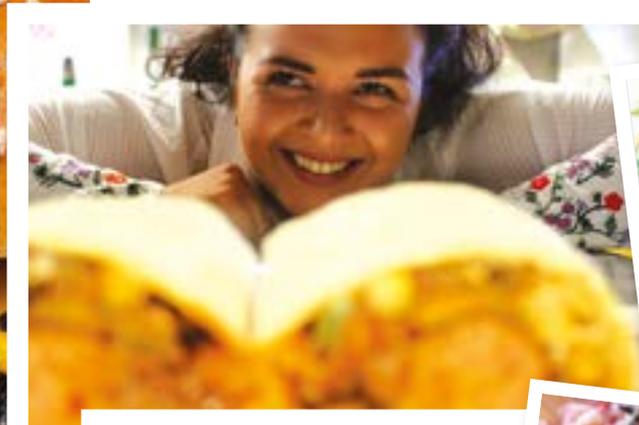
One such example is, when things get tough the team pull together to turn it around. "When nights go wrong (kitchen bottlenecks, etc), we just step up the hosting and perform a show. We're entertaining people for the evening and often find that those nights are when the tips are highest.

"People will stop seeing the pub as an escape if it isn't one, so we have to protect that and make it worth it to come out."

Responding to rising costs

The Oxford has closed on a Monday and Tuesday for the last 18 months, having reopened with shorter opening hours after the pandemic. The benefits outweigh the losses for Team McNeeney, with Ali explaining that the whole team enjoy a five day week, as well as savings of almost 25% on energy and other costs.





Now, with the changing habits of their customers leading to earlier bookings, Ali and the team have made the decision to close earlier and call last orders at 10pm on a Friday and Saturday. They're still serving the same amount of covers, around 800-900 a week, but this decision means they're saving on heat, light and staff.

Menu/GP/Food

With no typical Head Chef in situ in The Oxford kitchen, the menu design falls to Tom and Ella and the kitchen team as a whole. Making changes only twice across the year means they can design the winter menu for warming, comfort food and the summer menu for speed, as the garden extends their 90 interior covers by another 120 outside.

Food trade is vital to The Oxford, and GP is worked out every Wednesday to ensure they're staying on top of their costs and maintaining profit margins at 70% GP.

Lately, the team have been seeing an increase in popularity of *small plates*, which they'll push throughout January, as *small plates* can be 50% of the size of a main meal, but 65% of the price - great for profit for the winter.

Utilising staff's skills

Just as the family make the most of their talents, so do they maximise those of their wider team. Tom explains about a pot washer they had who was brilliant at photography; so much so, he was better placed to teach them about food photography than being in the kitchen! To this day, Team McNeeney have never had to spend money on their product photography/social media images.

Next up for The Oxford and Team McNeeney is their 10-year anniversary this February.

They're planning a big party weekend to celebrate with live music and a couple of unique to the pub treats.

Their famous Cheese Pie, which Tom says is the best for miles around, is to be specially baked and gilded in gold leaf, paying homage to Salt Bae's gold plated steaks. The humble Cheese Pie has almost exclusively topped the list of best sellers for them over the last few years, so to celebrate it in this way echoes the humour they're known for, and heroes their most successful product.

In addition to the gold pie taking centre stage, working the bar and kitchen over the 10th party weekend will be an *Allstars* cast of faces from The Oxford's past. Returning staff over the years of Team McNeeney will boost the special atmosphere and give a nostalgic draw for locals and loyal customers alike.

Ali and son Tom acknowledge that the service they provide is a huge part of the community in Rochdale, and hope to bring their Team McNeeney magic for many more years to come. We are in no doubt that this recipe of community, fun and teamwork will continue to bring them the success they deserve. ■

"PEOPLE WILL STOP SEEING THE PUB AS AN ESCAPE IF IT ISN'T ONE, SO WE HAVE TO PROTECT THAT AND MAKE IT WORTH IT COME OUT"



TOP FOOD PHOTOGRAPHY TIPS FROM THE OXFORD

1. Use natural light!
2. Portrait for Instagram, Landscape for Facebook/Twitter/Web
3. Have a plain background, or use greenery/plants/herbs
4. Plan ahead and get seasonal content ready (like hot coffees, seasonal desserts etc)
5. Shoot from directly above the dish as well as across it



MEET...

GEOFF TROUGHTON FBII

THE ARDEN ARMS IN STOCKPORT IS A TRADITIONAL PUB WITH A STRONG HERITAGE. ITS LICENSEE GEOFF TROUGHTON FBII IS FOLLOWING A SOLID PATH USING HIS PAST EXPERIENCE AND KNOWLEDGE TO CONFIDENTLY NAVIGATE THROUGH THE CHALLENGES, AS THE BII'S PETER BASKETT REPORTS



44 / WINTER 2023



Originally a coaching house, the 200-year-old Arden Arms in Stockport is run by licensee and Fellow of the BII, Geoff Troughton FBII. The building has maintained much of its original structure, while being updated to function as a modern-day pub.

With stables still in their original condition, a grand gated courtyard (turned beer garden), and traditional red brick walls, the Arden Arms is a truly charming pub like no other.

Offering a mix of food and drink at a 40/60 split, respectively, Geoff tells how they have a strong beer trade and are located just five minutes from Robinsons Brewery, with whom they're tied.

He explains that although they are well known amongst locals for their food, the live entertainment weekends hosted in the courtyard boosts drinks sales. "It probably surprised a lot of my customers to know that we're actually about 60/40 to wet, although we're very well known for our food, and it is a massive part of our business. That's probably because of the strong weekend trade that comes with the live entertainment, while through the week, we're very much led by the food."

The Arden Arms is also fortunate enough to benefit from the brewery tours at Robinsons, which undoubtedly

contribute to the high volume of drinks sales. "The visitor's centre at the brewery was never reopened after lockdown. It's still not open, but they do run brewery tours. So now, when they do a brewery tour, they bring them here for a drink after."

Diversification

In what Geoff describes as a bustling market square that has seen significant growth over the past few years, his pub stands out as one of the few locations with a large outdoor space capable of hosting a range of entertainment options. Being at the heart of the town centre certainly helps with footfall, but beyond that, in true community spirit it allows the Arden Arms to collaborate with others who share that space.

"Every Saturday from about March to November we have live bands playing outside, because we've got such a big space. We only play full bands with drums and guitars, etc. So few venues do it these days that we get a real good following for it.

"We also do what we call *Foodie Friday*, where a load of traders come and set up in the market square doing street food type events, every last Friday of the month."

As well as facilitating live entertainment, the courtyard provides a space for customers who prefer to eat



said he would encourage him to think beyond the economy when considering what pubs mean to the country.

“I’d ask him not just to think about the massive income that comes from the hospitality industry, or the fact that hospitality is a massive employer, but to genuinely think about how important pubs are to people.”

Christmas

For instance, last Christmas, The Arden planned to bring the best festive experience to customers, after being closed over the holiday for the past two years.

Staying true to the pub, Geoff has decided to double down on efforts to make Christmas at the Arden Arms one to remember. “Christmas is massive for us; December is our biggest month. We’re filling up rapidly with bookings at the moment and it’s exciting.”

Asking Geoff what his Christmas celebrations at the pub would entail, his response again was somewhat surprising. “Funnily enough, we don’t do entertainment during Christmas, we’re all about office and family parties. Over the New Year’s Eve we will have a band on at the big party, though.” ■



or drink outside, away from others. “We still have a lot of people who want to eat and entertain themselves outside, as opposed to being too close to people,” explains Geoff. “It was a Godsend for the first three weeks after (Covid) lockdown. Even though we could only trade outside, it still remains the three busiest weeks we’ve ever had.”

Rising costs

Hosting an outdoor space with live entertainment comes at a cost, requiring extra energy to power the heat lamps, lighting and musical equipment. With energy prices currently soaring, many people may be tempted to strip back their offering to save money, but Geoff doesn’t believe this is the best course of action.

“I think people are panicking a little bit, and I did when I first heard about it.

There’s a lot of people who are like rabbits in the headlights, and they’re concentrating 100% of their focus on cutting costs and saving energy. I don’t like hearing people say they’re opening later or shutting early because they can’t afford staff or heating.”

Instead, Geoff recommends pub owners lean into their strengths, and give people more reason to spend time in their pubs. “If I had only one bit of advice that I could give everybody at the moment, it would be, yes, 100%

listen to the issues and take note of the places you can make savings. Be cautious, without a doubt, but please do not let it take 100% of your focus.

“For most of us, our strengths lie in filling rooms and filling pubs. If you can fill those rooms and justify the cost of heating and staffing them, it’s surely a better way to go.”

Balancing the need to save costs while providing the quality of service necessary to generate revenue is a fine line to walk. By focusing on what makes pubs and hospitality the incredible industry that it is, Geoff believes you will be heading in the right direction. “This industry is 100% about customer service. If you weaken your customer service by cutting your staff back, your offer becomes weaker and it’s a spiral in the wrong direction.”

Putting his own advice into practice, he tells how he made the decision to extend his opening hours, rather than cut them back. “When a lot of people seem to be cutting their food service times and

shutting earlier, I saw an opportunity to open longer. We didn’t used to open on a Monday or Tuesday evening for food, but I’ve since opened and we’re thriving. I’d like to think it’s because our offer is great, but it’s also because there’s less people out there that are actually open at that time.”

The bottom line: “You’ve got to look to build rather than reduce.”

When asked what he would say if given the opportunity to speak with the new PM Rishi Sunak, Geoff

“THIS INDUSTRY IS 100% ABOUT CUSTOMER SERVICE. IF YOU WEAKEN YOUR CUSTOMER SERVICE BY CUTTING YOUR STAFF BACK, YOUR OFFER BECOMES WEAKER AND IT’S A SPIRAL IN THE WRONG DIRECTION”

THE BII MEMBERSHIP



As a long time member and Fellow of the BII, Geoff has benefitted from the collation of industry relevant information that we regularly share with our members.

“I use the BII for information more than anything. There are times, and this is one of them, where that information is invaluable. I also do trust organisations like the BII to put a good argument forward to those that can make change at the top.”

We look forward to the return of the spectacular holiday celebrations at the Arden Arms. It is excellent to see licensees like Geoff maintaining a positive demeanour through the industry’s current struggles, and choosing to tackle the challenges by doing more rather than less.

TREAT THIS QUARTER LIKE A LONG JANUARY, WITH BOUNCE-BACK OFFERS AND EVENTS THAT WILL KEEP CUSTOMERS WANTING TO COME IN AND SPEND, SAYS **CAREN GEERING**, OPERATIONS DIRECTOR WITH STAR PUBS & BARS, WHO SHARES PRACTICAL IDEAS AND DATA TO HELP SAFEGUARD PUBS' FUTURES



Caren Geering

viewpoint



Working in a pub company as an Operations Director and having family who run two pubs in West Wales, I can honestly say that the current trading conditions are the toughest that I have seen in all my 30 years in the industry. I'm sure this view is shared by many others in the trade too.

As with Covid, the headwinds that are pummeling the pub industry are not of our making or indeed restricted to us, they are outside of our control. And that's what makes things all the more stressful. For practical reasons, and to help our individual and collective mental health, we need to review every aspect of our businesses to see how we can improve what we do and put in place measures that will safeguard and grow our businesses in the long-term.

Let's be honest, there is no magic wand – you need to dig deep.

What success in this harsh climate necessitates is being swift-footed, prepared to change how you do things and dialling up marketing and events activation. Something I know as an industry we are very good at; we are a resilient bunch!

The fact that you're reading this article means you're a member of the

BII with access to its services, insight and support – use it! The same goes for leased and tenanted operators. Make sure you're using all the tools, support, consumer insight and data available to you from your pub company to help you make the necessary decisions in the coming months.

This support adds up to significant savings, so is well worth taking up.

Most recently, we hosted live webinars with hints and tips on how to mitigate increasing operational costs and drive sales.

To share some of these thoughts with you, here are some practical things you need to look at, if you haven't already done so:

- **Team rotas** – review these to ensure they are meeting demand. Upskill your staff

to multi-task within your business.

- **Menus** – look at reducing and deskilling your menus, so that other members of staff can help out when needed.

- **Gross Profit** – re-evaluate it to make sure you have the optimum

brand range at the right prices to maximise profit.

- **Premiumisation** – consider making your offer more premium and evaluating the impact of doing so. It sounds counter-intuitive, but although people are going out less, the data is showing that when they do, they are spending more – treating themselves. So, make sure your range offers value and indulgence options.

- **Brand support** – look at the brands you stock and find out what support your suppliers can provide you with.



“WHAT SUCCESS IN THIS HARSH CLIMATE NECESSITATES IS BEING SWIFT-FOOTED, PREPARED TO CHANGE HOW YOU DO THINGS AND DIALLING UP MARKETING AND EVENTS ACTIVATION”





STAR PUBS & BARS: WHAT'S ON OFFER

- **Point-of-sale for key calendar events** like the Six Nations and provide insight on maximising each occasion
- **Bespoke printed seasonal wine and cocktails menus**
- **Food menu templates** and recipes and a free menu development guide
- **BII Membership**
- **A buying club** – and whilst products and services aren't totally free, savings of 10-50% are available with suppliers, such as Sky Ultimate, Biffa waste management and recycling, BOC gas and Nisbets catering equipment
- **There's also free face-to-face beer quality training, social media workshops and online training available**

• **Point of difference** – how do you stand out from the competition? Think about the customer journey, how do you become the number one choice? Where does the decision-making start... on social media or over the phone? Photography is your browsing window! Ask yourself what you are doing better or differently?

• **Community support** – be a leader in the community, supporting your locals will earn loyalty to your business.

• **Energy and cost savings** – look at all aspects of your business to see how you can reduce expenditure. You need to bring your staff with you on this journey, so explain the challenges you are facing and ask them to help identify savings by changing the way you and they do things.

And don't forget to make use of all available Government support. Apprenticeships, for example, are a great way to attract and retain talent and a cost-effective way to invest in your team as the Government pays 95% of costs and you only pay 5%. Plus, apprenticeships are suitable for all ages and new or existing members of staff.



As for January to March, these are likely to be the most challenging months. In Star, the bounce-back offers and early advertising in Q4 always helped drive January footfall. This year, I believe the whole first quarter needs to be treated like a long January.

It's no good opening the doors and hoping people will come into your pub. Ask yourself why would they? Does it provide that comforting warm and welcoming atmosphere – a break from home? Are you putting on events to tempt them out? Do you offer a work from the pub facility with a food and drink offer? Do you offer quality and value to encourage customers to host occasions at your pub?

Consumer insight reveals that although 18-24-year-olds go out more often, 35+ consumers are feeling the heat of the cost-of-living crisis and energy price hikes. They want to stay connected and search for unparalleled experiences that they can't get at home. They make fewer spontaneous visits, and they plan outings, so make sure your social media is up-to-date. Consumers are more price conscious now, so in our *Just Add Talent* estate we have

launched additional drinks offers like *Half Price Monday* where consumers buy a pint and get another half price. And we use Tuesday to Friday 4pm-7pm promotions to reignite after-work drinks.

HELP AT HAND

Finally, please don't forget about your own and your team's health and wellbeing. There's the Licensed Trade Charity free confidential helpline – 0808 801 0550, which is manned by trained counsellors. And, if you're a leased and tenanted operator speak to your Business Development Manager, or your pub company, who are on hand to support you. ■ ”



ETHICAL, SUSTAINABLE AND OPEN TO ALL IS A BUSINESS STRATEGY ADOPTED BY BII LICENSEE OF THE YEAR 2022 FINALIST JAMES LYON-SHAW MBII, DIRECTOR OF BRUCAN PUBS, THE OPERATOR OF FOUR SITES. HERE HE SHARES HIS PASSION FOR GROWTH AND HIS FEARS FOR THE FUTURE

James Lyon-Shaw

viewpoint

During lockdown – who knows which one, we lost count – we had a rare opportunity to take a step back from Brucan Pubs and really think about who we are, what we stand for and how we want those core values to drive our business.

We wanted to know what our business looked like from the outside in, so we asked. We asked our team, we asked our friends, we asked our competitors and we asked our regulars.

We might not have liked everything we heard back, but we listened and most importantly, we changed.

Adapt to survive is a business strategy that we have all become far too familiar with over the last couple of years, if indeed it can be classed as a strategy, when mostly it has simply been reactive.

In reality, pubs have always adapted, evolved, changed and developed to meet the needs of their changing

demographics, and rightly so.

We place ourselves at the heart of communities and strive to better ourselves against our competition, with our offerings of great food and drink, warm relaxing environments and exemplary hospitality, and in doing so, we must be acutely aware of the needs of our customers to ensure we stay current.

Looking back at what a traditional pub offered its patrons, we all know that it simply isn't enough these days. So, how can we embrace a future that is ethical, sustainable and not just open to all, but attractive to all?

Sustainability is a great word for marketeers, used in abundance but often not flowing through the entire business model and runs the risk of becoming meaningless.

As a pub group, Brucan is unashamedly about the food. My business partner Jamie (pictured on the right with James, above) and I are both chefs by trade and that's where our

passion comes from. We find great joy in keeping our menus interesting yet deeply rooted in traditional British cuisine. Often giving a relevant nod to the past with long forgotten and under used

ingredients, perhaps cast aside by others as 'the nasty bits'.

This ethos of sustainability applies across our operation, from championing English wines, to company EVs (electric vehicles) for our Operations Team, and from renewable source energy contracts to zero waste food policies; there's a benefit across all areas to both the environment and the P&L when the right policies and practices are applied.

However, sustainability to me is about more than where we get our fish from or how old the cow was and what she ate before becoming a Grade A delight for our Sunday roasts, it's about building a business that has a lifespan beyond the lease tenure of our agreement with our landlords.

Our pubs as buildings range in age up to and over 200 years old and one thing for certain is that they are likely to still be standing long after we have moved on, so our mission is to ensure that they stand as pubs, not a block of flats nor a supermarket. This is where we stand to benefit most, from embracing an #OpenToAll mentality.

Diversifying our offering to make it attractive to wider demographics will secure the future of the pub *as a pub*.

There's no denying the fact that consumer habits are changing fast.

The days of taking the right-of-passage to buy your first pint of ale on your 18th birthday simply doesn't carry the same attraction to what is a more health-conscious generation, who are becoming more embedded

in digital socialising than a chin wag over the pool table.

Similarly, the rising number of people choosing to turn their backs on alcohol in favour of the no



"SUSTAINABILITY TO ME IS ABOUT MORE THAN WHERE WE GET OUR FISH FROM (...) IT'S ABOUT BUILDING A BUSINESS THAT HAS A LIFESPAN BEYOND THE LEASE TENURE OF OUR AGREEMENT WITH OUR LANDLORDS"



and low options means we need to attract them to the pub in other ways.

Of course, the simple steps are there and most of us take them already: great digital online presence, strong wi-fi coverage, wide non-alcoholic drinks range, superb and innovative food menus accompanied by great service. But what will really save our rare breed maple smoked bacon will be how we engage with our communities.

We saw a rally of support for the local pub through Covid and that must be embraced. The British public love their pubs, so let's get back to being that community hub. If our pubs are valued and recognised as the community asset that they truly are then we have a much greater chance of surviving.

I got accused recently of running a managed pub company, the words came out of the accusers mouth with a hint of venom, as if it were a slur on the great independence of the British pub... ouch!

But there is a point to that, we can't run our pubs from an ivory tower, we need to stay local, stay relevant and

stay in touch with our communities, to be there for them as they were for us when our revenue fell off a cliff and we were forced to serve everything in biodegradable boxes.

The key here, of course, is our teams. We coach, mentor and train but we also have to empower them to run the business as if it were their own.

Our General Managers and Head Chefs are expected to assume the role of the traditional landlord figure – think less miserable grump at the end of the bar and more *Mein Host* at the best dinner party you've ever attended!

Knowing people by name, their favourite tittle (regardless of the ABV%),

which broadsheet to pass to them, and which tabloid to discretely slip inside it. Knowing when to reach out for a chat and when to let them enjoy their peace.

But for a pub as a business to be truly sustainable and cemented at the heart of the community, we have to look beyond our tenure to the future

– and that's the bit that worries me the most.

If I look at my teams now and think who would buy this business

from us in 15 years' time, or who would be taking on a tenancy of the pub down the road and become a competitor, I genuinely don't think anyone's name leaps forward. That not because they're not capable, far from it, it's because why on earth would they? What's the incentive?

Why would anyone choose to risk their savings, dedicate 100% of their time and mental strength to a business that is hamstrung at every turn? To take on a future of crippling business rates, excessive VAT, a staffing crisis with no solution in sight and barely any means to turn a profit would surely be hitting the self-destruct button, wouldn't it?

That's our biggest problem right there, we all know how to evolve, innovate, diversify and pivot, that's what we do best, but if it doesn't reward us with a viable business then our industry is one already on the path to extinction and we are just the pallbearers.

This is where we need to see real change, not from us but from Government, change that reflects the value of the great British pub as an institution, one we should be proud of the world over and one that should be recognised as an asset to be protected at all cost. ■ ”



At a Glance

A GUIDE TO WHAT'S COMING UP, REVIEWS & DATES

DIARY DATES

JANUARY

- 16 January **BLUE MONDAY**
- 16-29 January **TENNIS AUSTRALIAN OPEN**
- 18 January **WINNIE THE POOH DAY**
- 22 January **CHINESE NEW YEAR**
- 25 January **BURNS NIGHT**
- 26 January **AUSTRALIA DAY**
- 28 January **INTERNATIONAL LEGO DAY**

FEBRUARY

- 4 February **MEN'S GUINNESS SIX NATIONS' KICK OFF (FIXTURE LIST BELOW)**
- 6-12 February **CHILDREN'S MENTAL HEALTH WEEK**

7 February **CHARLES DICKENS' DAY**

9-26 February **CRICKET ICC WORLD CUP (INDIA)**

13-17 February **SCHOOL HALF-TERM**

14 February **VALENTINE'S DAY**

17 February **RANDOM ACTS OF KINDNESS DAY**

21 February **PANCAKE DAY (SHROVE TUESDAY)**

MARCH

- 1 March **ST DAVID'S DAY**
- 2 March **WORLD BOOK DAY**
- 3 March **WORLD WILDLIFE DAY**
- 3-4 March **NATIONAL DAY OF UNPLUGGING - NO TECH FOR 24-HOURS**



6-12 March **FOOD WASTE ACTION WEEK**

8 March **INTERNATIONAL WOMEN'S DAY**

17 March **ST PATRICK'S DAY & RED NOSE DAY**

18 March **MEN'S GUINNESS SIX NATIONS' FINAL**

19 March **MOTHER'S DAY**

20-22 March **THE PUB SHOW & HRC EXCEL, LONDON, featuring BII Helplines Live and our BII Trusted Partners' stand**

25 March **WOMEN'S TIKTOK SIX NATIONS' KICK OFF (FIXTURE LIST BELOW)**



APRIL

- 1 April **APRIL FOOL'S DAY**
- 2 April **WORLD AUTISM AWARENESS DAY**
- 6-9 April **GOLF MASTERS (USA)**
- 7-10 April **EASTER WEEKEND**
- 14 April **NATIONAL SCRABBLE DAY**
- 15 April **GRAND NATIONAL (AINTREE)**
- 22 April **STEPHEN LAWRENCE DAY & EARTH DAY**

23 April **ST GEORGE'S DAY**

MAY

- 1 May **MAY DAY BANK HOLIDAY**
- 6 May **KING CHARLES III'S CORONATION**
- 8 May **CORONATION BANK HOLIDAY**
- 29 May **SPRING BANK HOLIDAY**

KING'S CORONATION

King Charles III Coronation sees the creation of a new bank holiday on Monday, May 8.

THE MEN'S GUINNESS SIX NATIONS FIXTURES' LIST

ROUND 1		
Saturday, Feb 4	14:15	Ireland v Wales (BBC Sport)
Saturday, Feb 4	16:45	England v Scotland (ITV Sport)
Sunday, Feb 5	16:00	France v Italy (ITV Sport)
ROUND 2		
Saturday, Feb 11	14:15	Ireland v France (ITV Sport)
Saturday, Feb 11	16:45	Scotland v Wales (BBC Sport)
Sunday, Feb 12	15:00	England v Italy (ITV Sport)
ROUND 3		
Saturday, Feb 25	14:15	Italy v Ireland (ITV Sport)
Saturday, Feb 25	16:45	England v Wales (BBC Sport)
Sunday, Feb 26	15:00	France v Scotland (ITV Sport)
ROUND 4		
Saturday, Mar 11	14:15	Italy v Wales (ITV Sport)
Saturday, Mar 11	16:45	England v France (ITV Sport & BBC Sport)
Sunday, Mar 12	15:00	Scotland v Ireland (BBC Sport)
ROUND 5 - SUPER SATURDAY		
Saturday, Mar 18	12:30	Scotland v Italy (BBC Sport)
Saturday, Mar 18	14:45	France v Wales (ITV Sport)
Saturday, Mar 18	17:00	England v Ireland (ITV Sport)

THE TIKTOK WOMEN'S SIX NATIONS FIXTURES' LIST

ROUND 1		
Saturday, Mar 25	14:15	Wales v Ireland (BBCiPlayer)
Saturday, Mar 25	16:45	England v Scotland (BBC Two & BBCiPlayer)
Sunday, Mar 26	15:00	Italy v France (BBCiPlayer)
ROUND 2		
Saturday, Apr 1	15:15	Ireland v France (BBCiPlayer)
Saturday, Apr 1	17:30	Scotland v Wales (BBC Two & BBCiPlayer)
Sunday, Apr 2	15:00	England v Italy (BBC Two & BBCiPlayer)
ROUND 3		
Saturday, Apr 15	14:15	England v Wales (BBC Two & BBCiPlayer)
Saturday, Apr 15	16:45	Italy v Ireland (ITV Sport)
Sunday, Apr 16	15:15	France v Scotland (BBCiPlayer)
ROUND 4		
Saturday, Apr 22	14:15	England v Ireland (BBC Two & BBCiPlayer)
Saturday, Apr 22	16:45	Scotland v Italy (BBCiPlayer)
Sunday, Apr 23	15:15	France v Wales (BBCiPlayer)
ROUND 5 - SUPER SATURDAY		
Saturday, Apr 29	13:00	England v France (BBC Two & BBCiPlayer)
Saturday, Apr 29	15:30	Italy v Wales (regional TV only)
Saturday, Apr 29	19:30	Scotland v Ireland (BBC Two & BBCiPlayer)





TRUSTED PARTNERS / 51

TRUSTED PARTNERS

BII'S TRUSTED PARTNERS ARE AN APPROVED NETWORK OF INDUSTRY LEADING PROVIDERS OF PRODUCTS, SERVICES AND SOLUTIONS FOR OUR MEMBERS. SPECIFICALLY SELECTED FOR THE QUALITY OF THEIR SERVICE AND THEIR ABILITY TO WORK CLOSELY WITH OUR MEMBERS SAVING THEM TIME AND MONEY, AND DELIVERING GREAT VALUE IN THEIR BUSINESS

FEATURED IN THIS ISSUE:

Zonal

GigRealm

hit Hospitality Industry Training

EVOLCA
GROUP

TIM MARTIN

Swoop

polaris
elements

VOLLSHARE



SCAN HERE
for more information about our
trusted partners on our website



Saving you time and money www.bii.org



ALL YOU NEED TO KNOW ABOUT DIGITAL LOYALTY SCHEMES

DAN BROOKMAN, CEO OF DIGITAL LOYALTY COMPANY AIRSHIP, PART OF ZONAL, SHARES HIS THOUGHTS ON HOW TO BOOST BUSINESS THIS WINTER

Have you ever wondered whether digital loyalty schemes really deliver? After years of working in partnership, Zonal acquired digital loyalty company Airship and Toggle a few months ago, immediately unlocking new ways for operators to increase profits, grow their loyal customer base and provide a smoother, more connected customer journey.

The man who knows everything there is to know about gift cards, Airship CEO Dan Brookman, remains at the helm, and here he addresses some of the most frequently asked questions about how bounce-back deals, vouchers and personalisation can help boost takings in January and beyond.



“THROUGH TECHNOLOGY SUCH AS AN EPoS SYSTEM, HOSPITALITY OPERATORS CAN CREATE OR IMPORT VOUCHER CODES FOR THE REDEMPTION OF PROMOTIONS OR DISCOUNTS DURING THE PAYMENT PROCESS OR AT THE POINT-OF-SALE”

ARE PROMOTIONS AND BOUNCE-BACK DEALS THE BEST WAY TO DRIVE BUSINESS IN JANUARY?

The start of the year is all about grabbing market share after Christmas and getting customers to revisit your business rather than having a prolonged absence.

For some time, hospitality businesses have used various marketing methods to drive footfall and spend in-venue, such as January bounce-back or New Year sales, and consumers have come to expect them. If an operator doesn't offer it, they risk losing their competitive advantage.

What is key to success is making sure you get in early with your customers – so you should be promoting these deals early.

Let customers know that it's coming, be clear on the dates it will be valid for and keep it simple, don't add too many terms and conditions. If you can, don't keep promotions limited to a particular day of the week or an hour of the day either, so it's easy to claim.

WHAT'S A COMPELLING OFFER, IS 10% OFF ENOUGH?

Be generous, as there is a lot of competition out there!

Think a minimum of 25%, potentially up to 50%, if you were doing a Monday to Thursday offer.



Don't forget the importance of stored value, so rather than a discount, consider actually giving people money in advance. One of the best things that are a benefit during January and February is giving a £10 or £5 voucher to customers in your database, with the onus being on that this has to be spent in January.

These kind of offers often have high levels of redemption, as those customers who were questioning whether to dine out or not will be more inclined to do so with money off.



They're able to enjoy the experience at a cheaper price, which in turn builds up brand loyalty.

WHAT'S THE MOST EFFECTIVE MECHANIC IN YOUR EXPERIENCE?

Across the board, one of the most

effective methods we have seen is operators marketing to their database with a 50% off food and drink, with no terms and conditions attached.

Every time somebody redeems one of the vouchers, they are sent another to follow. So, it's about re-targeting the customers that do use their vouchers and drive revisits, increasing efficiency and spend-per-head. Of course, it's not a one-stop-shop for all, and every operator and their customer base are different. It's about finding the right technology that retrieves the

correct data, which means you can then offer a tailored approach to fit your audience.

HOW CAN PUBS MAKE THE MOST OUT OF THESE DEALS TO BUILD CUSTOMER LOYALTY?

Businesses that go a step further through making their promotions personalised specifically to their customer base, will ensure repeat service. We know this works.

Research has shown that 81% of consumers expect personalisation, wanting to receive promotions and deals. It's basic psychology: people are more likely to visit again if they get free stuff and that's not about to stop in 2023.

Data is key to this; in order to offer great deals, you need to know your customers, and for this you need data.

By collecting customer data, operators can use this insight to drive

sales, influence customer behaviour and reward loyalty. Through technology such as an EPoS system, hospitality operators can create or import voucher codes for the redemption of promotions or discounts during the payment process or at the point-of-sale.

This helps in incentivising additional spend and

increasing the frequency of visits through tactical promotions and offers. Triggered voucher codes can be issued to thank customers for their loyalty or distributed to prospective customers.

This integration allows operators to capture and analyse valuable customer data with every transaction including what they've ordered, how much it costs, and how frequently they have visited.

This information will help in building an effective and personalised loyalty scheme suited to customer needs. ■

With so many loyalty programmes out there, building a scheme that's right for your business isn't always easy.

For expert advice, get in touch with Zonal, which has developed some incredible loyalty programmes for many of the UK's biggest brands.





MAKE 2023 THE YEAR OF ENTERTAINMENT

LIVE MUSIC TICKS THE BOX, WHEN IT COMES TO CREATING AN ENTERTAINMENT-LED EXPERIENCE FOR CUSTOMERS EAGER TO FIND SOMETHING THAT THEY CAN'T DO AT HOME. DIGITAL LIVE MUSIC PLATFORM, GIGREALM, EXPLAINS



54 / WINTER 2023

With customer demand for live music at an all-time high and an ever-increasing desire for entertainment-led experiences, now could be the time to differentiate and enhance your overall customer offer.

The consumers' search for an experience that you can't get at home has shone a light on entertainment, specifically live music. The question is, how easy is it to create live music within your venue or even to enhance your current live music offer? The answer lies with technology.

Technology provides a way to remove the uncertainty and challenges often associated with hiring bands and individuals to perform live music. Platforms like GigRealm provide an end-to-end online solution where pubs can find, book and pay musicians online: streamlining the entire process; no trawling social media to find musicians or dealing with agents

who charge high levels of commission. No headaches trying to negotiate or communicate with artists. No more manual processing of invoices.

Adopting technology as your one stop solution to live music, enables your business to be able to focus on the event itself, rather than the process of organising it.

But don't just take our word for it. Emma McClarkin, CEO of the British Beer & Pub Association (BBPA) and GigRealm Board Member has spoken about how digital transformation is happening now inside venues at a faster speed and advocates venues looking at technology, especially in the field of live music, to drive footfall and get people through their doors. Something

she describes as "really exciting."

Steve Alton, CEO of BII has also commented that when faced with exceptional trading challenges, members will need to take every opportunity to grow their businesses. He has commented: "It is clear that customers are seeking

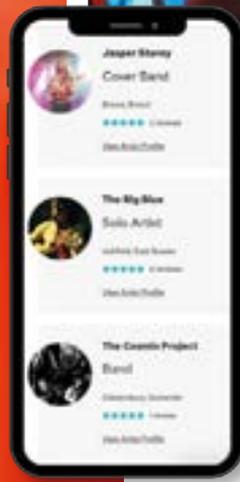
experiences at the pub that cannot be replicated at home. Live music provides a unique customer experience that can help pub operators deliver a real point-of-difference to both retain and attract new customers. GigRealm

provides a fantastic platform to make the process effortless."

With the uplift in consumer demand and

"LIVE MUSIC PROVIDES A UNIQUE CUSTOMER EXPERIENCE THAT CAN HELP PUB OPERATORS DELIVER A REAL POINT OF DIFFERENCE TO BOTH RETAIN AND ATTRACT NEW CUSTOMERS"





existing offering, but smaller operators and independents. At this year's *Great British Pub Awards*, we welcomed a new *Winner of the Best Pub for Entertainment*; The Saddle Inn. Based in Chester, it hosts over 700 musicians a year with live music taking place over four nights a week.

The Saddle Inn has made it a key component of its business, as it brings in significant sales. In fact, live music has become the main reason people visit, and what's even more incredible is that they are been able to leverage the music offer to cater to new and more diverse audiences.

The Saddle Inn has used live music to turn the venue into an inclusive space where every group is welcome. Leigh, who manages the venue alongside his wife Rebecca, were keen to create somewhere for everyone, which has helped the pub build a strong reputation in its local community. The pub now has a broad customer base, with teenagers through to pensioners all interacting, with live music at the centre of what they do.

As we enter 2023, the sector has an opportunity to leverage technology to assist with business diversification, whilst also catering for changes in consumer demands.

Live music, and more broadly entertainment, can drive footfall and sales by building a loyal customer base, engaging with new customers and younger audiences. It's a way to deliver community events that keep the pub at the heart of every community. ■

To learn more about how technology can support your pubs to put on live music visit www.GigRealm.com



the openness of the hospitality sector to adopt more live entertainment, now is the time to seize the chance to diversify and enhance your offering. Consumer demand is truly on the rise. Our research, conducted by CGA in July 2022, shows that: 78% of people are more likely to visit a pub if live music is on; 76% say they would spend more on drinks; and 69% agree with the statement that live music is a great experience to enjoy – even on a budget.

At times of economic uncertainty and a cost-of-living crisis, it's certain that pubs will have to work harder than ever to persuade people to leave their homes and spend money. This couldn't be truer than in the post-Christmas period. However, we do know that people, even on a low budget, are willing to spend, if there is something to tempt them in. Our research also shows that leading multisite operators are looking at how they leverage a live music offer. Sarah Edmunds, Senior Operations Manager at Punch highlighted that



CONSUMER DEMAND IS TRULY ON THE RISE:

78%
of people are more likely to visit a pub if live music is on

76%
say they would spend more on drinks

69%
agree that live music is a great experience to enjoy – even on a low budget

Research by live music platform GigRealm, conducted by CGA in July 2022

customers are wanting the full experience when they come out, and live music can provide that. It's also a way to really help bring in new guests, who then become regulars. Ultimately continuing to add value to the pub.

And Mark Rawling, Operations Manager at Fuller's shared how live music helps widen their customer demographics, as the company sees different types of customers coming through their pub doors who otherwise wouldn't. This includes fans of the musicians they book, as

many will travel to see them. Live music is also a great way for semi-regular customers, who perhaps visit midweek for food, to have another reason to come in at the weekend.

It's not only wet-led pubs that do well with live music. Fuller's has found that it can be used to help customers enjoy their meals more and it gives them a reason to stay longer – which in turn boosts wet sales.

And it's not just larger chains who are tapping into the potential of live music and working it into their



SEE ME, NOT MY CV

TO SOLVE THE PUB SECTOR'S STAFFING ISSUES, WE MUST SHAKE THE VERY FOUNDATIONS OF HOW WE RECRUIT, RETAIN AND DEVELOP ITS BEST TALENT, SAYS JILL WHITTAKER FBII, MANAGING DIRECTOR OF HIT TRAINING



The majority of pub operators have been trying to clear more hurdles than an Olympic athlete in recent years, which demonstrates the sheer determination of its people, but this admirable survival of the sector has not been without its casualties.

Many reading this will have no doubt have seen the devastating headlines that the wider hospitality industry has lost more than 2,200 sites in the last three months¹ alone due to the soaring costs crippling businesses.

Hospitality venues, and pubs in particular, are people-centric ventures, so the knock-on effect of this massive loss impacts the communities each venue served, as well as those it employed.



The closure of so many venues, and the potential of many more to shut in the coming months, means there's now a huge pool of talented, ambitious professionals at a variety of career stages seeking work, as they may have not been able to keep their role or be relocated at another site by their operator.

Pub operators will be keen to ensure their sites are fully staffed, ahead of the Six Nations rugby tournament and in preparation for spring. So, it is vital now more than ever that sector employers reinvigorate workers' perceptions of the industry – reframing it as a land of opportunity, rather than hardship.

RE-THINK RECRUITMENT

With countless talented hospitality professionals now seeking work,

or considering leaving the sector altogether, there's an opportunity for pubs to completely re-think their approach to recruiting fresh faces, as well as retaining the hardworking professionals within businesses. A huge part of this body of work involves looking past the traditional, experience-based CV, if we are to unlock people's true potential to thrive in this sector, no matter what career stage they're at.

What would happen if pub operators were able to spot the signs of talent and ambition in people via soft and transferrable skills, and support them in their development with the right training opportunities? Apprenticeships provide options for employers to reach an even wider demographic of applicants than traditional routes of hiring, because the requirement for previous skills is no longer a barrier.

This may feel like a risk for employers desperate to fill skills gaps in teams and need people to hit the



ground running, so that's why we developed a new toolkit, which can help pub sector operators see past the traditional CV to unlock hidden potential among recruits.

LIFELONG LEARNING

Offering lifelong career progression as part of a new starter's benefits package, ensuring this ongoing training and learning opportunities are offered to everyone within a pub business, is central to this mission of re-staffing the sector and reaffirming its potential as an incredible place to work.

Apprenticeships are an ideal route to take to upskill pub professionals no matter which career stage they are at. But not everyone realises that there's a wealth of sector-specific courses that can help career development no matter the level of seniority.



“**As a sector, we're already losing too many businesses every day, so let's hold onto the people that power them, and unearth their limitless potential, as best we can**”

In fact, insights from our toolkit reveal less than half of businesses (46.3%)² offer apprenticeships to staff at all career levels, and most employees (58.5%)³ believe apprenticeships are for school leavers. This is despite 77%⁴ of all people we surveyed said that if they were offered a job with the prospect of doing an apprenticeship to develop their skills, they would in fact take it.

With the prospect of ongoing training and development so crucial to keeping conscientious hospitality professionals within the pub sector – fostering

loyalty, instilling a better sense of value and offering clear paths to lifelong career progression – it's vital that we work to squash these misconceptions around apprenticeships.

That's why we're urging anyone who's interested in nurturing their team and wants to transform the ambition many employees harbour into useful skillsets, to download our toolkit and implement a training and development pathway for everyone within their business.

As a sector, we're already losing too many businesses every day, so let's hold onto the people that power them, and unearth their limitless potential, as best we can. ■

PEOPLE DEFINED BY PASSION, NOT EXPERIENCE

If on-trade employers shifted the focus off the proven experience of new recruits and existing employees, and onto their professional potential measured by ambition, passion, and 'soft' skills, then the sector very well may open itself up to more solutions that could solve the staffing crisis it faces.

“In a fast-paced industry, an employee has great potential if they exude motivation,” says Natasha Thakker, Assistant Director of Human Resources, Royal Lancaster Hotel, talking of the initial recruitment process. “Identifying signs that they work well under pressure and are empathetic in nature is key. However, sometimes what you read on paper isn't gospel, so a quick five-minute chat can bring this quality to life instantly.”

And when it comes to upskilling existing employees, fostering a culture of lifelong learning that can keep talented people within the business, listening to individuals' voices is crucial for Natasha.

“Create an open space where they can speak about their ambitions and hold honest conversations around if they want to move positions,” she advises. “Regular feedback meetings and operating with an inverted hierarchy, where every employee has access to even the most senior executive, can help foster this environment.”

And, for Peter Avis, General Manager of Galvin at Windows in the London Hilton, and Vice-Chair of the Institute of Hospitality, offering existing employees the chance to develop skills in another area of the company is key to identifying potential pathways to progression.

“Providing employees with the opportunity for change is a must,” he states. “We run a cross-training programme, where you can work in another department's shoes for five days up to a few weeks. This teases out new ambitions and interests from our workforce and helps gets them on board with training and upskilling programmes.”

To download HIT Training's toolkit visit: www.hittraining.co.uk/see-v

¹ CGA and AlixPartners Hospitality Market Monitor, October 2022;
^{2,3,4} HIT Training See V (Oct 2022)





**IS YOUR LICENCE
WORKING FOR YOU?
LICENSING MADE EASY
ASK US HOW!**

**Let us show you what our team of Licensing
Experts can do for you and your premises**

WE'RE HERE TO HELP

We're here to ensure your licences fit your style of operation, so you can concentrate on running the businesses you want.



MANAGEMENT

Day to day applications and maintenance of your licences.



CHANGES

Whether it's a new licence or varying one you have to ensure it fits your operation.



HELP

Your licence is your biggest asset. We can help protect it if you have any regulatory issues.

WHAT TO CONSIDER BEFORE ADDING COFFEE TO YOUR MENU



COFFEE EXPERT, THE EVOCA GROUP, PROVIDES A GUIDE TO SERVING GREAT COFFEE IN YOUR PUB, FROM WHAT MACHINE TO BUY TO THE SERVE

Handcrafted traditional Espresso machine or automatic bean-to-cup machine?

Traditional or automatic... that's the question, as someone famously once asked. Well, actually, they didn't but it is a key question that any business needs to answer before buying or leasing your coffee machine.

But first, let's start by asking if pubs should even be offering coffee? The answer to that is a resounding YES.

It is abundantly clear that the UK's thirst for coffee shows no sign of abating. With over 95 million cups served in the UK every day, and over 80% of people who visit a coffee shop doing so at least once a week, there is huge potential for pubs to help meet this demand. Whether it's to compete against high street cafés and satisfy the mid-morning need for caffeine, to provide an additional non-alcoholic beverage or to provide an after-dinner drink for customers who choose to dine in your pub – there are many opportunities to serve coffee throughout the day.

Coffee offers great returns

A second consideration, and one that is important during tough trading



times, is that serving coffee is a high margin product, meaning that it offers a profitable additional sale.

An Italian heritage

We all know that Italians love everything about coffee – as we can see in the names of many of the nation's favourite drinks. From espresso and latte to cappuccino, Italian flair is evident at every turn. And one Italian's legacy continues to be important to today's current generation of coffee lovers, wherever they may be in the world. Back in the 1930's Achille Gaggia revolutionised the way that aromas are extracted from the ground coffee, allowing customers to experience the perfect Italian espresso, complete with its unique 'crema' for the very first time. This same process provides the foundation of every latte and cappuccino to this day.

Which is the best machine for your pub?

So back to the original question – should you opt for an automatic or a traditional espresso machine? To answer this, you need to consider what's going to work best for you, your staff and your business.

Traditional espresso machines allow each drink to be individually handcrafted, and undoubtedly offer the best customer experience in terms of theatre – your barista is like an actor on the stage, complete with props and sound effects. Traditional

espresso machines come in all shapes, colours and sizes, so there will be one to fit your available space, your decor and of course, your budget.

Automatic machines – that grind the beans and steam the milk – produce barista-standard drinks, simply at the press of a button. Gone are the days when these machines produced an inferior drink.

A significant advantage of automatic machines is the fact that there's no staff training required to dispense the drink – meaning anyone can serve the customer. Not only is this reassuring in an era of high staff turnover, but it also means that each and every drink will be of a consistent quality.

One man's legacy is still going strong – Achille Gaggia would be proud of the stunningly designed, high performing machines that bear his name today – and with a choice of automatic or traditional machines, choosing a Gaggia Milano professional coffee machine means that there is no single best machine, just the one that most closely meets your needs. Why not take our Quiz at <https://theartofperfection.co.uk/find-your-perfect-machine> to discover your best match? ■



SCAN HERE
for advice on
coffee machines

EVOCA
GROUP
www.evocagroup.com



KEEP YOUR CASH FLOW SAFE WITH MULTI-LAYERED SECURITY

CARD HOLDER INFORMATION IS A CONSTANT WORRY, AND THE NEED TO UNDERSTAND CARD PAYMENT SECURITY MEASURES CAN BE DAUNTING FOR MANY BUSINESS OWNERS, WITH INTERNAL WI-FI AND INTERNET SCANS AND PCI COMPLIANCE QUESTIONNAIRES, BUT HELP IS AT HAND, WRITES TIM MARTIN MBII - THE FOUNDER AND CHIEF EXPERT OF HOSPITALITY PAYMENTS CONSULTANCY PARTNER



60 / WINTER 2023



Our consultancy is empowering more than 5,000 businesses with more than 15,000 venues using our payment solution and thriving. And although we enable businesses to access superfast and award-winning payments up and down the country, our ambition is much greater than getting them paid.

The payment solutions we offer create tools that turn transactions into real people.



Protecting your customers Card information is a constant concern”

With development-led tech that paves the way for smarter decisions, faster. And serving up insights that enrich everyday interactions with your customers.

We don't see the tap of a card as the end of a sale, but rather the start of a meaningful and memorable, trusted new relationship. But with card fraud and data hacking continually hitting the headlines, you can't take your data security lightly, especially with the risk of losses and fines.

Trust is key. How many business relationships have lost customers due to security issues? In fact, 33% of UK organisations say that they lost customers after a data breach.



Fraud losses on UK-issued cards totalled: **£575 million in 2020.**

In the first half of 2021, **criminals stole an eye watering £753.9 million through fraud, an increase of over a quarter (+30%).**

Source: www.ukfinance.org.uk

from a card payments provider.

The findings saw security rated among the top five priorities of 15% of UK businesses surveyed.

As we begin a new year, for many the same concerns and demands on time are there.

PCI (Payment Card Industry) compliance is top of the list of concerns.



“
Bulletproof profit protection”



While customer data security protocol and being able to adapt to changes in data security requirements may be the last thing you want to be thinking about now, having made it through the pandemic and as you now face a cost-of-living crisis and rising inflation – it’s an issue that should be addressed.

A staggering 85% of merchants are unaware of the compliance risks and responsibilities that they have, along with the level of associated costs, if it goes wrong.

Less is more they say: we want less work for you and significantly improved security for your business.

Our solutions use state of the art developed tech that enables you to

access market leading security in your business – and it needn’t be expensive or a drain on your time, point-to-point encryption (P2PE) has been developed into our card machines, which protects sensitive card data.

We offer beautifully intuitive card machines combining sleek design and powerful technology – for reliable, fast and the most secure payments.

This is a key differentiator between our devices from others on the market, and is provided free-of-charge to all our customers, allowing you to focus upon what’s most important. And with this state-of-the-art package of high-tech security features, your profits get protected from every angle, without you having to lift a finger. ■



£575 MILLION is lost in card fraud. That’s 2.8m transactions.

INSTANT FRAUD DETECTION

Get notified of fraud in real time at the point of sale.

It takes us less than 30-milliseconds to flag.

BUILT-IN POINT-TO-POINT ENCRYPTION

Our card machines come with P2PE as standard, so your customers’ card data is always protected.

EASY PCI COMPLIANCE

We make becoming compliant as easy as doing your ABCs. Through the insights app + in just a few taps, no paperwork and no non-compliance fees.

WHAT ACTION ARE YOU TAKING TO REDUCE FRAUD RISK WITHIN YOUR BUSINESS?

CONTACT US TODAY & FIND OUT HOW WE CAN HELP YOUR BUSINESS

To see how we can support your business at every stage. Email us at: speaktoanexpert@timmartin.com or visit our website for details.

TIM MARTIN

www.timmartin.com

THE PERFECT MATCH

SERVE MOLSON COORS' BRANDS AND
SAVE UP TO 50% OFF SKY SPORTS



Call to discuss the best savings for your venue

08442 414 658

Or visit yourgamechanger.co.uk



POST-CHRISTMAS CASH FLOW SOLUTIONS

SWOOP REPORTS ON HOW PUBS CAN KEEP THEIR CASH FLOW STRONG

Some things never change: in 2023, cash flow stability will still be THE biggest indicator of resilience for a business. Over the last few years, pubs have found it particularly challenging to operate when so many traditional financial institutions are reducing their lending appetite: BII's recent joint survey (<https://bit.ly/JointQ4SurveyResults>) states that a third of hospitality businesses are at risk of going bust due to soaring costs.

Funding is, however, still available – if you know where to look.

There are lenders in the market keen to support hospitality businesses and have innovative products that often make more sense than a standard unsecured business loan.

BII has partnered with Swoop to give members access to all funding opportunities on the market, including grants, loans and business savings. Swoop has already funded BII members to secure their business longevity: from commercial mortgages to working capital solutions, Swoop's team fit the solution to your needs.

What are the options?

ASSET FINANCE

For pubs looking to refit their premises during the post-Christmas lull, or purchase new equipment, Asset Finance is one of the most popular options.

With asset finance, a company uses its assets as security to borrow money or take out a loan against what they already own – making it easier to buy, use, and benefit from their purchase. Instead of paying one large sum upfront, spread the cost over time with smaller, regular payments.

“FROM COMMERCIAL MORTGAGES TO WORKING CAPITAL SOLUTIONS, SWOOP'S TEAM FIT THE SOLUTION TO YOUR NEEDS”



This option is particularly favourable for pubs that serve food, as businesses can hire and use the kitchen equipment they are financing. Using the asset during the repayment period, increases potential earnings and frees up cash flow for other operating costs.

Asset financing is not short-term; you should be prepared to pay the asset back over a minimum course of a year or longer.

MCA

The Merchant Cash Advance (MCA) is one of the most flexible forms of funding and it's great for businesses that have seasonal variation. You borrow at a fixed cost and repayments are made as a percentage of sales through your card terminal. MCAs have become increasingly popular as they adapt to the growth and operating pattern of your business. They are also one of the fastest ways for businesses to access finance

as in some cases an offer can be made within 24-hours of application.

Finding the funding that's right for your business

Swoop's team works with businesses in the hospitality sector every day. One recent example saw a BII member, who sought a working capital solution for the busy Christmas period, funded.

Tom Hawley, Senior Funding Manager at Swoop, sought a £30k loan facility, split over five years to reduce the monthly obligations, resulting in manageable repayments for the pub during the post-Christmas lull, whilst keeping their cash flow strong.

Tom said: “It was a pleasure working with such an established business in the local community. It was really pleasing to get in place a five year term loan to appease their immediate cash flow concerns and allow them to have a successful Christmas and New Year!” ■



Speak with Swoop's funding managers to discuss your funding options by scanning the QR code and signing up to Swoop.

Swoop

<https://swoopfunding.com>



LET'S TALK ABOUT WASTE

EVERY TIME WE LOOK AT NATIONAL AND INDUSTRY PRESS, WE ARE SEEING MANY OF OUR FELLOW HOSPITALITY BUSINESSES GOING INTO RECEIVERSHIP, CLOSING, OR DOWNSIZING THEIR OPERATIONS, HERE POLARIS-ELEMENTS' DIRECTOR NEIL WESTWATER MBII PROVIDES PRACTICAL ADVICE TO GET YOUR BUSINESS THROUGH THE LATEST ECONOMIC CRISIS

Many hospitality organisations and governing bodies, not least The BII, are working tirelessly lobbying Government for further support, raising money for the sector and keeping the plight of our fantastic industry on the front page. But what can you be doing to give your business the best chance to pull through this latest crisis to hit our exhausted sector?

I thought I would try and share some practical advice on how your business can reduce costs through a variety of activities which we hope you will find insightful and useful moving forward.

WE ARE WHERE WE ARE

We could write about the root causes of the current crisis almost indefinitely! However, we don't want to dwell on the rotten hand everyone has been dealt, instead let's look at how to control the controllables.

The primary issue is rising costs key factors – October's 11.1% rate of inflation was the highest for 41 years, while food price inflation (to the consumer) hit 16.2% in the year to October.

A key point is that the cost of living will not be going down (deflation) so even if, in 12 months, we are back

to approximately 5% inflation over two years, it will still be tough. A simple example is, if last year you bought something for £100, this year it will cost £111.10 and next October it would cost £116.66.

And don't get me started on Brexit, fuel costs, specific rising food (and associated products) prices, recruitment, retention, rising salaries, ending of government support... the list goes on.

Instead, let's talk about waste.

Whether it is stock, power or staffing levels, waste is a massive issue for the sector, in this section we will primarily be looking at stock and how you can make significant reductions in costs.

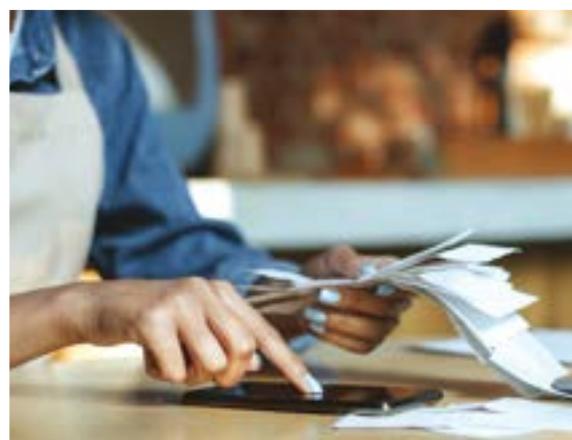
The Waste & Resources Action Programme (WRAP), estimates that over 400,000 tonnes of food waste are generated by the hospitality sector each year equating to over £682 million in lost revenue (and this was before the rise in inflation and associated costs).

KNOW YOUR STOCK

It is important to carry out regular stocktakes and audits to know exactly what you have in stock and how much of each item, so you can adjust menus, etc, to ensure that you are using up anything that is approaching its use-

by date. Ensure that you adopt a first in first out rotation (FIFO), when storing new stock items always ensure that they are placed behind the current stock.

- Check orders versus delivery and always cross-check your order against deliveries.
- Avoid over-buying or trying to anticipate demand.



Instead, use historical information that's available through a stock management system.

TRAIN YOUR TEAMS

Did you know that 21% of all waste is from food spoiling? Ensure that everything is stored correctly. The team must know how to avoid cross-contamination and be able to prepare food correctly.

Stocktaking – does your team know to record low stock, label items correctly and highlight best-by and use-by dates?

KNOW YOUR WASTE

- Train your team to pay attention to what is being left on plates, look for trends and if needed change your menu – more of that in the next section.
- Conduct audits on unused ingredients. For example, find out what meals they are used in and refer to sales data to monitor the popularity of the dishes.



Using historical and current data, you will be able to determine whether you are opening at the right times and even if you should be opening at all on certain days. With this information, you should consider adjusting your

hours accordingly.

In addition, it is important to maximise profits whilst you are open.

Take a look at your floor plan. Have you optimised the available space for customers, is there room to increase the number of covers?

Ensure that your customers are advocates of your establishment – use loyalty and gift cards to get your regulars and new customers through the doors – the more information you have the better, you can then tailor offers, and promotions based on your customer’s habits.

STAFFING

The biggest operational cost for any hospitality business is labour – making up between 25% and 40% of costs (depending on the type of establishment).

It is important to ensure that you have the right people in at the best time for your business.

A comprehensive rota and labour deployment system will help you

understand and plan your shift patterns to ensure that you are running a lean operation and avoiding unnecessary costs.

Ensure that you have the technology to support a slick service, optimising your front and back-of-house teams so that they can concentrate on delivering great customer service in a timely fashion.

- Fully integrated, order and pay-at-table solutions will cut down on wait times for customers, and create less work for your team.

- Mobile PDQ payment systems, such as mPay enables your staff to take orders and payments at customers tables. They are the height of convenience for the customer (who carries cash these days) as well as for your teams (less time-consuming) and good for your profits.

- Offer a pre-order system. This will enable you and your team to help plan for busy periods.

- Kitchen management systems can identify the areas of your service where improvements are needed. Faster services = more heads = more revenue.

HARSH REALITIES

Finally, it’s time to address the elephant in the room. As a business owner in these times of austerity, some difficult decisions will have to be made.

To give you some context, one of our clients has seen their energy costs rise 300% (by £36K) since last year. An astronomical amount, but the harsh reality is that this is the cost of an Assistant Manager.

It may be that you need to streamline your operation, or, if a single site, take a more active role in the day-to-day running of your business.

You may want to consider taking on more part-time staff, this will enable you to provide consistent levels of service while keeping the basic wage costs under £180 per week, the current threshold for employers’ NI (circa 19 hours per week). ■

MENU AUDIT

Take a long hard look at your menu. Data from your EPoS, stock systems and other sources will help you with the audit.

- Highlight your profitable/popular and cost-effective dishes.

- Where applicable reduce the size of the menu.

- Utilise the same ingredients (base recipes) across multiple dishes.

- As a result of your waste audit – look at portion sizes.

- If you are seeing lots of waste from side dishes, such as salad, chips, etc, consider changing your menu.

Offer these items as additional extras rather than part of the main dish – this could also improve profitability due to changing the pricing structure.

- If offering a buffet or carvery service – although this may not be labour intensive – it does lend itself to increased wastage. Consider looking at alternatives.

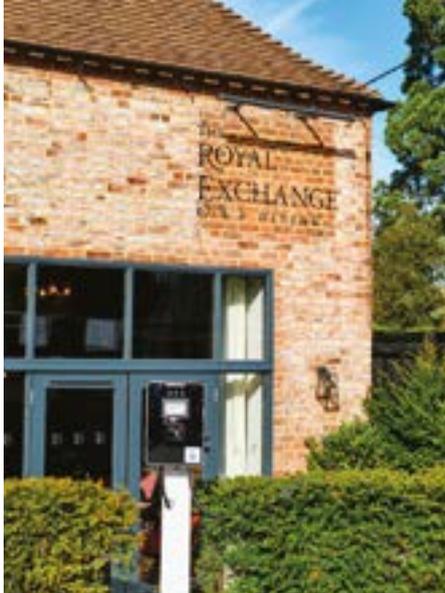
OPENING HOURS

It is important to understand the peaks and troughs of your business hours.

Since the pandemic, many restaurants, bars, cafes and pubs have changed their working week, this can be due to a number of factors including staff shortages, cost savings and other logistical issues – is this something you should be looking at?

“AS A BUSINESS OWNER IN THESE TIMES OF AUSTERITY, SOME DIFFICULT DECISIONS WILL HAVE TO BE MADE”





TURNING YOUR PUB INTO A HOTSPOT

IS ELECTRIC VEHICLE (EV) CHARGING NECESSARY? WHAT BENEFITS WILL COME FROM MAKING THAT INVESTMENT? LEADING PUB GROUPS AND INDEPENDENT PUBLICANS ARE SEEING RETURNS, SAYS VOLTSHARE'S CHIEF OPERATING OFFICER, JONATHAN NGIAM MBII

Pubs are and have always been a hotspot for the local community; they have been focal points for many families and they are the cornerstone of British life.

Apart from offering live music or arranging regular events for patrons, how can you take an extra step further in creating a pub that continues to provide for your patrons' needs? One measurable way is to offer electric vehicle (EV) charging amenities.

So why does EV have a place at the pub?

It is no doubt EVs have been on the rise in recent years. In the next few years, we can expect to see a much more significant shift to EVs. But how exactly does EV charging affect you as a publican?

Drivers are given four main places to charge: at home, at work, at destination or in-transit. In-transit charging happens predominantly at motorway service stations. While the first three places are called destination charging and it is preferred by EV drivers. It makes up about 95% of a driver's overall charging.

Simply put, EV drivers choose to visit places that have onsite EV charging over those that do not.

Regaining your lost revenue

Today, you would not be expecting to open a pub without having reliable wi-fi for your patrons. EV charging is the same, as the saying goes: "build it and they will come."

We have seen a promising number of publicans taking the initiative to install EV charge points at their pubs which has made them visible to a fast-rising number of patrons. Drivers often stay longer when the pub has EV charging, and it is increasingly common for them to choose accommodation with on-site charging amenities.

Our pub partner, the Hare & Hounds, saw use of their charging points hours after installation. In fact, venues stand to gain 10-20% increase in bookings. Not only were they able to generate additional footfall but were also able to capitalise on their electricity to create a new revenue stream and make sure patrons choose their accommodation. This is what we call regaining your 'lost revenue'.



EV drivers choose to visit places that have onsite EV charging over those that do not"



Social good

A sense of community and togetherness is at the heart of every publican. We have seen time and again, pubs that thrive—even under harsh circumstances—have done so by capturing the hearts of their community. EV charging is a very real way of showing your community that you care.

"We are committed to supporting our local communities, so introducing EV charging into our sites is a fantastic step in improving the air quality for local people, knowing electric and hybrid vehicles can have significant emissions benefits over conventional vehicles."

– Director at New Dawn Pubs. ■

HOW MUCH CAN YOU EARN?

We usually recommend each venue to install two (no more) charging points to start out from a cost-benefit perspective. Based on our clients' data, these are the expected charging profits you can make.

Pubs without accommodation

5 year Profit: £4,500-£10,000

Payback

Avg. 12-14 months

With VoltShare.

Others may be longer.

Other benefits

- ▲ Dwell time
- ▲ New patrons
- ▲ Community charging

Pubs with accommodation

5 year Profit: £10,000-£21,000

Payback

Avg. 6-12 months

With VoltShare.

Others may be longer.

Other benefits

- ▲ Booking rates
- ▲ Remain visible on booking sites
- ▲ Guest satisfaction



LET YOUR PATRONS CHARGE ANYWHERE

VoltShare works with leading pubs, breweries, and freehouses to develop their EV charging infrastructure with a turnkey solution that has:

1. Payback period: from 6-12 months
2. Zero subscription fees
3. Lifetime 24/7 Owner & Driver Support
4. OZEV-certified installation

To find out about more exclusive BII offer for your pub, contact us at the following: info@voltshare.co.uk 020 8168 8168 (Option 2)



www.voltshare.co.uk



How much profit do you yield from your stock?

Learn how to control your margins and inventory more effectively with Venners.

Book monthly stocktakes anywhere in the UK. Call us today.

01279 620 820

New to Venners?

5% off all stocktakes for 12 months*

*T's & C's apply

*venners.com/bii/discount-terms-and-conditions



venners.com/BII



Fully connected hospitality tech that helps you...



Delight customers



Achieve operational
excellence



Attract, recruit
and retain top talent

Now part of Access Hospitality



www.theaccessgroup.com/hospitality



Order
& Pay



Reservations
& Ticketing



HR, Scheduling,
Payroll & Training



EPOS & Stock
Management



Task
Management



Property
Maintenance



Procurement



Financials
& Analytics



CRM



eLearning



hospitality@theaccessgroup.com



0845 340 4542