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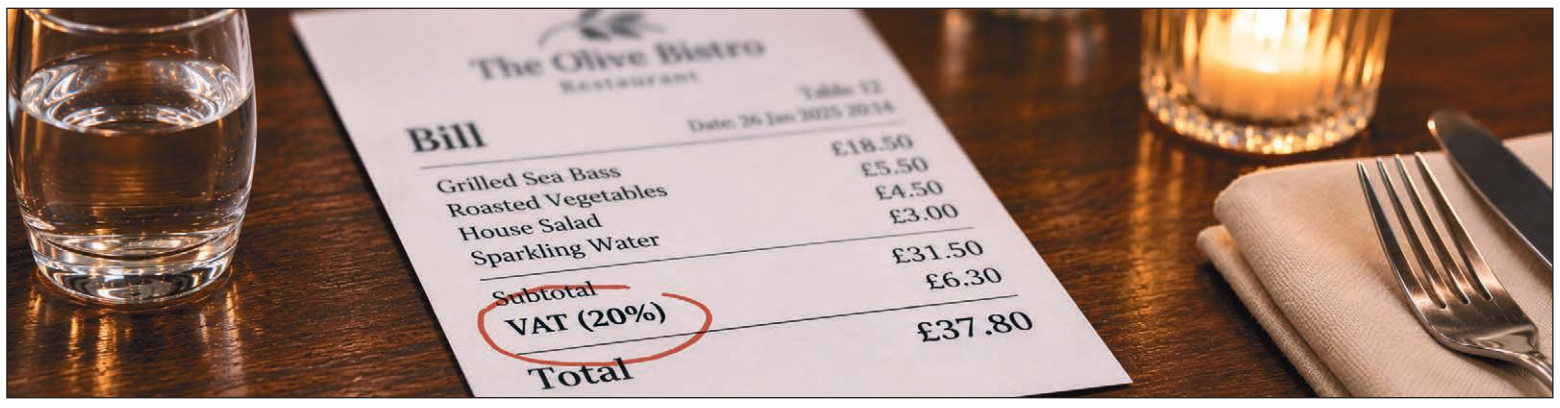
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Government Rules Out Permanent Hospitality VAT Cut...

Despite Cross-Party Pressure



The Government has ruled out introducing a permanent reduction in VAT for the hospitality sector, despite mounting pressure from MPs across Parliament and renewed calls from industry campaigners for an emergency cut to help struggling businesses.

During a Westminster Hall debate, Financial Secretary to the Treasury James Murray said ministers had carefully considered the case for reducing hospitality VAT but warned that the potential cost to the public finances was significant.

Responding to calls for a reduction from the current 20% rate to 10%, Murray said the Government was not ignoring the difficulties facing the sector but insisted that any tax reduction would have to be balanced against its wider financial implications.

Treasury estimates suggest reducing VAT on accommodation and food and beverage services to 10% would cost approximately £11bn annually. A reduction to 15% would cost around £5bn, while a 12.5% rate would cost approximately £8bn. A 10% rate applying solely to Northern Ireland would cost an estimated £300m.

(CONTINUED ON PAGE 3...)

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Editor's Viewpoint

Welcome to the latest issue of CLH News



EDITOR
Peter Adams

Hospitality VAT: Another Opportunity Missed

The Government's decision to rule out a permanent reduction in hospitality VAT is hugely disappointing, although, if I am honest, not entirely surprising.

Governments will occasionally offer tax relief. They will sometimes, when the pressure becomes sufficiently difficult to ignore, agree to take a little less for a limited period of time. But actually cut taxes? That is seemingly a step too far.

The Westminster Hall debate made for interesting reading, not least because there was clearly cross-party recognition that the hospitality sector is under enormous financial pressure and that something needs to be done.

Yet, despite MPs from across the political spectrum making the case for a reduction, the Treasury's response was ultimately the one we have come to expect: the cost to the public purse is too great.

Of course, reducing VAT has a cost, but I would argue that we should also be asking what the cost of doing nothing is. How many businesses will close? How many jobs will disappear? How much investment will be lost, and how much tax revenue will the Treasury ultimately forgo as businesses become increasingly unviable?

It is all very well quoting an £11bn annual price tag for reducing hospitality VAT to 10%, but that figure should be considered alongside the economic contribution made by a thriving hospitality sector, rather than viewed in isolation.

The argument is not simply about giving businesses a tax break. It is about creating the conditions in which they can survive, invest, employ people and contribute to the wider economy.

There was particular merit in the contribution from Tonia Antoniazzi, chair of the Northern Ireland Affairs Committee, who outlined proposals for a four-year pilot scheme reducing VAT to 10% on food, excluding alcohol, and accommodation in Northern Ireland.

She rightly highlighted the competitive disadvantage faced by businesses in Northern Ireland compared with operators across the border in the Republic of Ireland, where VAT is charged at 9% on food and catering and 13.5% on accommodation.

But why should this disadvantage be confined to Northern Ireland? The wider UK hospitality industry is competing against European countries where reduced VAT rates are commonplace.

France and Italy apply 10% to much of their hospitality offer, Germany 7%, and Ireland 9% on food-led services.

The UK, by comparison, continues to expect its hospitality businesses to compete with a 20% VAT rate, while also shouldering rising employment costs, business rates, energy bills and a seemingly endless list of other operating expenses.

I also want to touch on the proposed campaign by Hospitality Voices to ban MPs from thousands of pubs that have not supported an emergency hospitality VAT reduction.

I can understand the frustration behind the proposal, and I certainly sympathise with the sentiment. After all, hospitality businesses have spent years making the case for a fairer tax environment, only to see successive Governments introduce policies that add to their costs.

However, I have to say that I don't support the idea itself.

For me, pubs and hospitality venues are, at their best, neutral community hubs. They are places where people from all walks of life can meet, debate, disagree and engage constructively, regardless of their political views.

I have always believed that constructive engagement is more valuable than shutting down the opportunity for discussion. Having an MP in a pub provides an opportunity to challenge them, ask questions and make your case directly. Surely that is preferable to closing the door altogether?

That said, every operator has the right to decide who they welcome into their own premises, and I would never criticise a publican for making that decision.

Perhaps the threat of a pub ban will concentrate a few minds, although I would much rather see MPs being encouraged to come into our pubs, listen to those running them and understand the realities of operating a hospitality business in today's economic climate.

The danger is that we become so consumed by the political theatre that we lose sight of the bigger picture. Once again, the Government has listened, acknowledged the difficulties and decided that it cannot afford to help.

The question I would leave with ministers is this: can the country really afford the consequences of continuing to do nothing?

I would encourage all our readers to follow us on X/Twitter @CLHNews and visit our website at **www.catererlicensee.com** to sign up for our e-newsletter.

I can always be contacted at **edit@catererlicensee.com**

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Government Rules Out Permanent Hospitality VAT Cut

(CONTINUED FROM FRONT COVER)

Murray said the figures already took account of anticipated behavioural changes, adding that evidence from the Office for Budget Responsibility suggested such effects would only offset part of the cost of a tax reduction.

He argued that any permanent reduction would ultimately have to be funded through higher taxation elsewhere, reduced public spending or additional borrowing.

The minister also pointed out that the UK's standard VAT rate was broadly in line with the OECD average, although he acknowledged that several European competitors operate lower hospitality rates, including France and Italy at 10%, Germany at 7% and Ireland at 9%.

CROSS PARTY SUPPORT

The debate highlighted the strength of cross-party support for measures to ease the financial pressures facing hospitality businesses, although there was considerable disagreement over how any reduction should be structured and funded.

Opening the debate, Tonia Antoniazzi, chair of the Northern Ireland Affairs Committee, outlined proposals for a four-year pilot scheme reducing VAT to 10% on food, excluding alcohol, and accommodation in Northern Ireland.

She argued that businesses in the region were at a competitive disadvantage compared with operators across the border in the Republic of Ireland, where VAT is charged at 9% on food and catering and 13.5% on accommodation.

Antoniazzi warned that tour operators, conference organisers and wedding planners were increasingly choosing venues south of the border, and called on the Treasury to examine the economic impact of Ireland's approach to hospitality taxation.

TEMPORARY REDUCTION

Bournemouth West MP Jessica Toale also urged ministers to consider a temporary reduction from 20% to 13%, a proposal put forward by Hospitality Voice and supported by research from Bournemouth University.

Other Labour MPs supported targeted rather than universal assistance. Stroud MP Dr Simon Opher questioned the value of a blanket reduction, suggesting that a universal cut could cost approximately £12bn and deliver substantial benefits to large operators, including McDonald's.

Gloucester MP Alex McIntyre acknowledged the case for support but stressed that any tax reduction would need to be funded.

Blackpool South MP Chris Webb, chair of the All-Party Parliamentary Group on Hospitality and Tourism, also highlighted the potential benefits of temporary VAT reductions, citing the Great British Summer Savings scheme, which introduced temporary VAT reductions for attractions.

He called for further support for Blackpool's tourism economy, including the creation of a tourism enterprise zone, while also raising concerns about proposals for an overnight visitor levy.

RECENT MEASURES

In defending the Government's position, Murray pointed to measures announced in the recent Budget, particularly changes to business rates for retail, hospitality and leisure properties in England.

From April 2027, properties across these sectors will benefit from a real-terms freeze, reduction or zero-rating, depending on their circumstances.

Pubs and all but the largest live music venues will receive an additional 20% business rates reduction, while an increase in the small business rates relief threshold is expected to remove approximately 70,000 additional businesses from business rates altogether.

Murray said that around half of all retail, hospitality and leisure businesses would pay no business rates from April 2027.

He also highlighted the doubling of the Employment Allowance from £5,000 to £10,500 and the continuation of employer National Insurance relief for employees under 21 and apprentices aged up to 25.

The minister added that the hospitality sector had committed to creating more than 100,000 opportunities for young people not in education, employment or training.

CREDIBLE PLAN

However, opposition MPs questioned whether the measures went far enough.

Shadow Treasury minister Gareth Davies said the Conservatives supported lower taxes for businesses but argued that a hospitality VAT reduction would need a credible funding plan.

He cited an estimated £10.5bn annual cost for reducing VAT to 10%, before setting out Conservative proposals to abolish business rates for 250,000 retail, hospitality and leisure businesses, at an estimated cost of £4bn, alongside a 50% reduction in employer National Insurance for workers aged 21 to 24.

Conservative MPs also highlighted the scale of pressure facing the sector, with Berwickshire, Roxburgh and Selkirk MP John Lamont citing UKHospitality figures indicating three hospitality closures a day this year and almost 100,000 jobs lost.

Keighley and Ilkley MP Robbie Moore claimed that £6.8bn of additional costs had been imposed on the sector through two Budgets.

The Liberal Democrats reiterated their support for a temporary reduction in VAT to 15%, funded through an additional levy on banks, while the SNP renewed its call for an immediate 10% rate.

SNP MP Graham Leadbitter also pointed to the more than 400,000 supporters of UKHospitality's 'VAT's the Problem' campaign.

MP BAN

The parliamentary debate comes amid growing frustration among hospitality operators, with campaigners now considering a further wave of pub bans targeting MPs who fail to support a reduction in VAT.

Hospitality Voices, the licensee group led by Andy Lennox, is understood to be preparing a new campaign that could involve thousands of pubs across the country.

The proposed action would target MPs who have not publicly supported an emergency reduction in hospitality VAT, following the Government's decision to leave the standard 20% rate unchanged in the recent Budget.

The campaign follows an earlier initiative in which landlords threatened to exclude Labour MPs from their premises over rising business rates bills.

That action attracted considerable attention and was followed by a £300m business rates relief package announced by then-Chancellor Rachel Reeves last December.

Lennox said the latest initiative was intended to ensure that expressions of political support for hospitality translated into meaningful action in Parliament.

He said: "We are launching this action because support for hospitality needs to translate into votes in Parliament. Our ask is simple: back an emergency cut in hospitality VAT, support a private member's bill and help bring it to a vote.

"Hospitality is built on welcoming people. We would be delighted if this ban never needed to take effect. MPs of every party have an opportunity to make it unnecessary by standing up for the businesses and jobs in their constituencies."

COMPETITIVE DISADVANTAGE

The campaign for a hospitality VAT reduction has been championed by celebrity chef Tom Kerridge and attracted support from major pub operators, including Greene King, JD Wetherspoon and Fuller's.

Industry representatives argue that the UK's 20% VAT rate places domestic hospitality businesses at a competitive disadvantage against operators in several European countries, while also restricting their ability to invest, recruit and remain commercially viable.

Despite the Government's latest position, campaigners appear determined to keep the issue firmly on the political agenda.

With rising employment costs, business rates, energy bills and other operating expenses continuing to weigh heavily on pubs, restaurants and hotels, the industry is warning that business rates relief alone will not address the wider financial pressures facing the sector.

For now, however, ministers have made clear that a permanent hospitality VAT reduction is not part of their plans.





Digital IDs for Alcohol Sales: What Hospitality Businesses Need To Know

Comment from Leigh Schelvis, Licensing Solicitor at Schofield Sweeney (www.schofieldsweeney.co.uk)



On 15th September 2026, new rules came into force allowing pubs, bars, restaurants, music venues and other licensed premises across England and Wales, the option to accept digital proof of age for alcohol sales.

Designed to provide a convenient alternative for customers, the scheme means that they no longer have to carry a physical ID and can instead use a certified app on their smartphone to prove they are over 18.

For businesses in the hospitality industry, digital age verification can help speed up age verification checks, particularly during busy periods, while reducing the risk of accepting fake identification.

Participation in the Digital ID scheme is entirely voluntary currently and it is up to individual business owners to decide whether they choose to accept it. It sits alongside other forms of physical ID such as passports, driving licences, PASS cards and military ID, so venues can continue to rely solely on physical identification if they prefer.

For businesses considering making the switch, it's important to understand that not all digital identification is acceptable. Only digital proof of age obtained through an approved Digital Verification Service (DVS) should be accepted, and operators should verify that any provider is listed on the Government's DVS Register. A photograph or screenshot of an ID displayed on a mobile phone is not sufficient and cannot be accepted.

It's also crucial to remember that the introduction of digital ID does not change the legal responsibility to prevent underage and/or proxy alcohol sales. Responsibility will remain with the premises licence holder, Designated Premises Supervisor (DPS) and members of staff. The existing Challenge 21 and Challenge 25 policies also remain unchanged.

So, what are the practical considerations hospitality venues need to consider before accepting digital ID?

For businesses, introducing digital age verification requires more than simply adopting new technology. Operators must consider how the process will work across their operations, particularly where alcohol is served in different locations, by different teams or as part of one-off events.

Firstly, operators must ensure they have the appropriate technology in place to validate digital credentials, while maintaining a fall-back option for customers who still wish to use physical identification. This is particularly important for venues where access to suitable technology and reliable connectivity may vary.

Staff training is equally important. All employees involved in alcohol sales must understand that digital IDs require verification, not just a simple visual inspection. Staff need to know what constitutes a successful age verification and what is classed as a failed or inconclusive outcome, in order to protect the venue's and their own legal liability.

Training should be tailored to the different roles within the business and include everyone involved in serving or selling alcohol including bar staff, waiting teams, event managers and catering teams. Businesses must ensure that all new starters receive training before undertaking alcohol sales, while existing employees should be brought up to speed through refresher sessions.It is also important that clear refusal procedures are in place and staff should understand when to refuse an alcohol sale due to concerns about a customer's age or the authenticity of their identification and understand when to refer the matter to a manager or supervisor.

Businesses choosing to accept digital ID should also review their existing licensing arrangements. Some premises licence conditions specify which forms of identification can be accepted, potentially restricting businesses to physical documents. In these circumstances, a variation to the licence may be required before digital ID can be introduced. This is especially crucial for operators managing multiple premises or providing catering and bar services at different locations, where licensing arrangements may differ depending on the venue.

Age verification policies and staff training manuals should also be reviewed and updated, ensuring that digital verification procedures are clearly defined and reflected in staff handbooks and operational guidance.

For event operators, it is worth considering how these procedures will be communicated to temporary or seasonal staff, particularly where teams are brought together for individual events or short-term contracts.

Enforcement and record keeping remain crucial for protecting businesses against enforcement action and heavy fines. Without these robust procedures, compliance easily drops and the system fails to protect the venue, leaving businesses exposed and unable to demonstrate that they have taken appropriate steps to prevent underage sales.

During inspections and audits, operators should be prepared to explain the digital verification process and demonstrate that staff understand it. Licensing officers, police and Trading Standards may ask to see policies, training records and refusal logs as evidence of the procedures being followed.

With the new rules now in place, operators should consider whether accepting digital ID is right for them. For some, it could offer a more convenient way to serve customers, while for others, the additional technology, training and compliance requirements may mean continuing with physical identification is the preferred option. Ultimately, the decision to accept digital ID brings with it a responsibility to ensure appropriate technology, procedures and staff training are in place to prevent underage sales.

Big Table Group Renews Dreams Come True Partnership After £356k Raised

The Big Table Group, has announced it will continue its hugely successful partnership with children's charity Dreams Come True into a third year, after raising over £356,000 in just two years.

As the charity's biggest corporate partner, The Big Table Group has gone from strength to strength in its fundraising efforts, raising an incredible £196,338 in its second year alone, surpassing the £160,000 raised in Year one.



The achievement comes despite challenging times for the hospitality industry and reflects the passion, generosity and determination of The Big Table Group's 5,000 team members, who have rallied behind the cause to help deliver moments of magic with lasting impact for children living in poverty who have a serious illness, disability or life-limiting condition.

The second year of the partnership culminated in the spectacular Dream Makers Ball, hosted by actress and comedian Sally Phillips. The glittering event brought together partners, supporters and friends of the charity for an unforgettable evening of entertainment, inspiration and generosity, raising over £80,000 towards the overall fundraising total.

Guests heard moving stories from Dreams Come True ambassador and Paralympic gold medallist William Bayley MBE, alongside a family who shared the powerful difference an urgent dream had made at a time when they needed it most.

Throughout the year, teams across The Big Table Group's restaurants and Support Centre went above and beyond to raise vital funds, taking on an incredible variety of challenges and activities.

From the Peak District Ultra Challenge and a gruelling 100km walk to the National Three Peaks Challenge, skydiving, running and cycling events, colleagues pushed themselves to new heights in support of the charity. The Support Centre team also took to the streets of London for a fundraising scavenger hunt.

Creativity was just as important as endurance, with fundraising initiatives including wine tasting at Amalfi, a Bar Clash Auction, sweepstakes, tombolas and quizzes. Across the group's restaurants, seasonal fundraising activities brought guests and teams together, from Valentine's Day rose sales to special initiatives around Mother's Day and Easter.

These activities represent just a snapshot of the remarkable energy, enthusiasm and generosity shown by teams across the business, helping to make the second year of the partnership an even greater success than the first.

With Year three already underway, The Big Table Group and Dreams Come True are now setting their sights on an ambitious new milestone raising half a million pounds across the first three years of their partnership.

Alan Morgan, CEO of The Big Table Group, said: "To have raised more than £356,000 in just two years is a phenomenal achievement and something everyone across The Big Table Group should be incredibly proud of. Raising nearly £200,000 in our second year is testament to the extraordinary passion, creativity and generosity of our teams, partners and guests.

"From colleagues taking on incredible physical challenges to our restaurants finding imaginative ways to involve guests and local communities, the enthusiasm for Dreams Come True has been truly inspiring.

"Knowing the difference these funds make to children and families facing some of life's toughest challenges makes every fundraising effort worthwhile. We're proud to play our part and to be continuing this fantastic partnership into a third year."

Lisa King OBE, Chief Executive of Dreams Come True, added: "For a child living with a serious illness or disability, a dream can bring joy when life feels especially difficult. The Big Table Group's continued support helps us make these moments possible for children whose families are also facing poverty.

"We cannot thank The Big Table Group team enough for the time, energy and generosity they have given throughout this second year. The enthusiasm with which The Big Table Group has embraced our charity means so much to us and the families we support. This is quite literally a partnership that dreams are made from."

Dreams Come True is the UK's only national wish-granting charity dedicated solely to supporting children with serious illnesses, disabilities or life-limiting conditions who are also living in areas of high deprivation.

The charity creates unique, tailored experiences for children aged 5-18, from providing specialist equipment that transforms everyday life to creating magical adventures and precious family memories. Each dream is designed to deliver joy, hope and a lasting positive impact.

In Year three, The Big Table Group's brands, including Bella Italia, Las Iguanas, Banana Tree, Frankie & Benny's, Chiquito and Amalfi, will once again unite behind the cause, with fundraising activities, team challenges and in-restaurant initiatives taking place across the country.

Card Spend Growth Reaches 15-Month High as Shoppers Make Room for Evenings Out

Consumer card spending grew 2.3 per cent year-on-year in October – up from 2.0 per cent in September and the highest growth since July 2025, though still below the latest CPIH inflation rate of 3.6 per cent.

Over half of UK adults (54 per cent) are trying to cut down on discretionary spending, yet Hospitality & Leisure spending still grew 3.5 per cent – the category's second-strongest growth this year after February (3.6 per cent).

Entertainment led the way, up 13.9 per cent, its strongest growth since September 2024. Live music gave spending a lift, including Oasis ticket sales and the return of Glastonbury ticket sales after the festival's 2026 fallow year. Bars, Pubs & Clubs also grew 4.7 per cent, its strongest growth since July.

Consumers appear keen to continue making room for experiences, with 52 per cent planning a festive activity this winter, such as visiting a Christmas market or ice rink. One in three UK adults (31 per cent) plan to spend on competitive socialising, such as darts, crazy golf or bowling.



Essential spending rose 3.1 per cent, up from 2.5 per cent, as fuel spending climbed 22.7 per cent after diesel passed £2 a litre for the first time. Non-essential spending grew 1.9 per cent, up slightly from 1.8 per cent, with Entertainment performing strongly.

All five Barclays measures of consumer confidence dipped in October, in the run-up to the Chancellor's Autumn Budget on Wednesday 28th October. Notably, confidence in the UK economy slipped to 23 per cent (from 26 per cent) while consumers' confidence in their ability to spend on non-essentials dropped to 50 per cent (from 54 per cent) – however, both are broadly in line with October last year (22 per cent and 51 per cent).

In research carried out following the Chancellor's Budget, 27 per cent of UK adults say they are less confident in the UK economy as a result, compared with 11 per cent who feel more confident. However, consumers expect some Budget measures to offer support with living costs – two in five (42 per cent) think scrapping gas standing charges will help ease cost-of-living pressures, while 41 per cent say the same of the £100 Household Energy Payment. Over a third (36 per cent) would mainly use the payment for energy bills, and 11 per cent for other essentials such as food, rent or mortgage payments.

Consumers' focus on value is also reflected in Christmas plans, with 40 per cent saying they are cutting back now so they have more money for the festive period – rising to 53 per cent of Gen Z and 54 per cent of Millennials. Among those who celebrate Christmas, nearly six in 10 (58 per cent) expect celebrations to cost more than last year, and over a third (34 per cent) have already started buying presents.

As a result, two thirds of consumers (66 per cent) plan to take steps to manage the cost – most commonly using loyalty points or cashback (30 per cent). Notably, AI is also starting to play a part, with one in 10 (10 per cent) planning to use AI tools to find gift ideas or the best deals – rising to one in five (21 per cent) Gen Z. This comes as four in 10 (42 per cent) have now used AI tools such as ChatGPT to help with planning, spending or budgeting – up from 31 per cent in October 2025 and rising to seven in 10 (71 per cent) Gen Z.

Despite growing adoption of AI, however, many say they would not yet let AI purchase products for them, with over a fifth (22 per cent) saying they would use AI to find or compare products but still buy directly themselves.

Rohan Kumar, Head of Spend Insights at Barclays, said: "October's growth was the strongest in over a year, but people are being careful with their money. Shoppers are hunting for value ahead of Christmas, making more clothing and electronics purchases but spending less overall. Even so, people are still making room for the things they enjoy, with gigs and nights at the pub giving entertainment its strongest growth in two years. AI is also quickly becoming part of how people plan their spending, though most still want the final say on what they buy."

Jack Meaning, Chief UK Economist at Barclays, said: "As the squeeze on consumers' spending power begins to build, it is reassuring to see resilient numbers in October, albeit alongside signs that consumers are becoming more cautious and that the summer optimism over the economic outlook is starting to fade. While the Chancellor's cost of living measures look set to provide welcome support for people at the margins, the survey mirrors our own assessment that, for many, they do not fundamentally change the outlook for the year."

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Why Kitchen Hours Deserve The Same Attention As Opening Hours

By Tom Claypole, founder of Buy From Farmers Direct (www./buyfromfarmersdirect.co.uk)



Consider a guest looking for dinner at 7.45pm. A pub's online listing says it is open until 11pm. The menu looks inviting, the location works and there is no obvious reason to telephone. Only on arrival does the guest discover that food orders finished at 7.30pm.

The published opening hours may be perfectly accurate. They have still failed to answer the question that mattered. For hospitality operators, that distinction deserves attention because the first part of the guest experience happens before anyone reaches the door.

A venue can be open for drinks while its kitchen is closed. A restaurant may accept its last table before the advertised closing time. Collection orders can finish earlier still. Each arrangement is reasonable, provided customers can understand it before making plans.

GIVE FOOD SERVICE ITS OWN SPACE

Kitchen serving times should be visible wherever someone is likely to decide whether to visit. On the website, place them close to the menu and booking information, with separate lunch and evening sessions where relevant. A visitor should not have to search through several pages to discover a break in service.

Make clear whether the final time means last seating, last food orders or the point at which service ends. A customer booking a table needs a different answer from someone collecting supper. Clear labels prevent both from having to guess.

Exceptions deserve the same care. If Sunday lunch follows different hours, say so. If a private event closes the kitchen to other guests, publish the affected date. Christmas arrangements need specific dates rather than a festive notice that could belong to last year.

For collection, explain how to order, when orders are accepted and where to collect. Include any advance ordering requirement. These details are especially useful when the collection entrance differs from the main entrance or customers need to arrive within an agreed window.

CHECK THE JOURNEY ON A PHONE

An operator may know exactly where every detail sits on the website. A new guest has none of that familiarity. Start with the public search result on a phone, then try to establish whether food will be available at a chosen time.

Follow the menu link. Check that it opens, is readable without repeated zooming and describes the menu currently being served. Where lunch, dinner and Sunday menus differ, label them clearly. If a menu is only an example, make that clear too.

Then follow the booking or collection route. Check that its hours agree with the website and public listings. A booking confirmation should explain any arrival or ordering condition that could affect the visit. Information placed somewhere online is only useful if guests encounter it in time.

Keep a brief record of the questions staff answer repeatedly. After a week, look for patterns. Calls asking whether the kitchen is still open, which entrance to use or whether collection needs booking identify details worth making easier to find. They provide a practical starting point for improvements.

MAKE UPDATES PART OF SERVICE PLANNING

The difficult part is keeping information accurate when operations change. A revised kitchen rota, a new menu or an altered Sunday service should prompt a check of the places where those details appear.

Give one person responsibility for coordinating updates and make sure colleagues can cover their absence. Keep an agreed record of venue opening hours, kitchen serving times and collection arrangements so everyone is working from the same information.

Work through the website, booking pages, search listings and relevant social profiles. A temporary social post can alert regular followers, but people arriving through a search may never see it. Update the details they are most likely to encounter.

Front of house colleagues should know what has been published and flag anything that conflicts with the service they are delivering. That makes accurate information a shared operational task rather than an occasional marketing exercise.

Clear information helps guests choose a visit that works for them. It also gives the team a better chance of meeting the expectations customers bring through the door. Hospitality businesses put considerable effort into welcoming people; that welcome should begin with a straightforward answer about when they can eat.

Local Gosport Pub Celebrates 290th Birthday of the Fox Tavern

Licensees Peter Street and Chantelle Cheshire at the Fox Tavern on North Street in Gosport, are celebrating the pub's 290th birthday, having been licensed in 1736, with a party on Saturday 14th November in tribute to the pub's long history.



As part of the celebrations the pub will be hosting a birthday party during the daytime from 11am, complete with a time capsule including pictures and memoirs from customers, a comment book, as well as live music from customer Phil Cartwright, competitions such as 'How many in the jar' to raise money for charity Save a Warrior UK, and a £1,000 bar tab donation from Admiral Taverns which means £1 off all pints and house doubles. The pub will also be selling limited edition t-shirts with profits going to their charity.

The Fox Tavern is a grade 2 listed building with an interesting history, reportedly the oldest pub in Gosport where famous drinkers include celebrated Admiral Lord Nelson who is known for his brilliance during the Napoleonic wars. Historically a naval pub due to its Gosport location, it is also rumoured that the cellars hid a secret smugglers passage where rum was smuggled through for sailors to drink. The pub even has a list of some of it's landlords going back a few hundred years. More recently, during the second world war a local was returning home from the pub with a jug of beer in each hand when they were shot out of his hands – luckily the local survived but it marks another chapter for the pub as it's played its part in local history.

Licensee Peter Street commented: " In today's day and age we are delighted that the Fox Tavern has reached its 290th birthday. Over the years the pub has gone through lots of change, but having been at the pub for a few months now we felt it was only fitting for us to hold a big birthday party to mark the occasion. We're looking forward to people coming down to the pub, and our time capsule will hopefully provide an interesting record of the pub for people to look back on."

The Fox Tavern is a wet-led community pub, serving premium sandwich rolls, as well as sports facilities including a darts board and a pool table, which is for Monday through to Thursday. The pub also hosts a wide range of entertainment, from open mic nights on a Monday, Bingo on a Tuesday, a lady's circle fortnightly, a quiz night on a Thursday, and live music most weekends.

Licensees Peter and Chantelle have been at the pub for six months. Having run a pub back in the 90s but had a break since, Peter was drawn back to the pub trade and looking for a retirement project, which has seen him and Chantelle take on the Fox Tavern. The pub also benefits from a beer garden which customers can enjoy during warmer months.

The pub is part of Admiral Taverns, with Matt Obrey, Business Development Manager for Admiral Taverns, adding: "This is a really impressive achievement for the pub and it is great to see Peter and Chantelle using this milestone to support the local area and provide a really fun day for the local community to enjoy. Pubs thrive on the merits of the licensees and the local community and here's hoping it will still be going in another 290 years!"

Printed Pub Banners: The Secret Weapon for Successful Pub Promotion

First impressions matter, especially in the hospitality industry. Before a customer samples your food, orders a drink or experiences your atmosphere, they'll often make a decision based on what they see from the street. That's where professionally printed pub banners come into their own, transforming blank walls, fences and railings into powerful advertising space that works around the clock.

From traditional village pubs to bustling city bars, printed banners remain one of the most affordable and effective ways to promote events, increase footfall and boost sales. Whether it's live music, quiz nights, seasonal menus, televised sporting events or beer garden promotions, a bold, professionally printed banner can stop people in their tracks and encourage them to walk through the door.



Unlike digital advertising that disappears after a few seconds, a printed banner keeps working day and night. Positioned outside your venue, it reaches local residents, passing traffic and visitors without ongoing advertising costs. It's simple, effective marketing that continues to deliver results long after it's been installed.

Quality is everything when it comes to outdoor signage. A faded or poorly produced banner can send the wrong message, while vibrant colours, sharp graphics and durable materials help create a professional image that reflects the quality of your business. That's why thousands of pubs, clubs and hospitality venues trust HFE Signs to produce banners that are built to withstand the unpredictable British weather while maintaining exceptional print quality.

Printed pub banners are incredibly versatile. Summer BBQs, Christmas parties, Sunday lunches, charity fundraisers, comedy nights, cocktail evenings and live entertainment can all be promoted with professionally designed banners that capture attention from a distance. Better still, banners are easy to replace as your promotions change throughout the year, ensuring your venue always looks fresh and inviting.

As competition continues to grow within the hospitality industry, making your venue stand out has never been more important. Professionally printed pub banners offer exceptional value for money, immediate visibility and long-lasting durability, making them one of the smartest marketing investments any pub can make.

Check out HFE Signs and special offers here: **www.hfe-signs.co.uk**

Government to Cut Packaging Costs for Pubs and Hospitality Businesses

Pubs, restaurants and other licensed hospitality venues are set to see a reduction in packaging-related costs under measures announced by the UK Government aimed at tackling what the sector has described as unfair double charging on glass containers. The changes form part of a wider package intended to support both the hospitality sector and the UK glass industry.



The changes will cut double charging for recycling the same packaging, saving businesses up to 6p per beer bottle and 10p per wine bottle. For a pub selling 10,000 beer bottles and 3,700 wine bottles, this would save them up to £870 a year.

Glass drinks containers being sold directly from producers to pubs, restaurants, and other licensed hospitality venues will no longer be liable for Extended Producer Responsibility fees from April 2027.

The measures are part of the government's commitment to back the British glass industry.

Businesses will also be consulted on fees they pay for packaging waste, so that easy-to-recycle packaging like glass and paper cost less and hard-to-recycle packaging such as some plastics costs more. This could help reduce fees for the most recyclable packaging by up to 40% per year.

Emma McClarkin, Chief Executive of the British Beer and Pub Association said: "Across the beer and pub sector there will be much relief that the Government will reduce the costs of glass packaging fees and is also seeking to end the pernicious double charging that has been unfairly affecting Britain's cherished pubs.

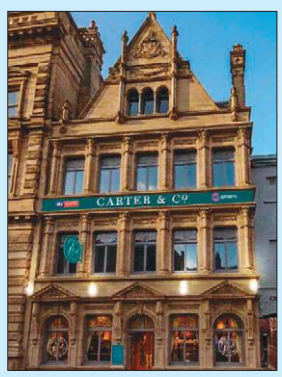
"The direction of travel will be warmly welcomed, but it is essential that the long-term cumulative impact of the UK's packaging policies are taken into consideration if we are to have a prosperous beer and pub sector in every post code. These measures could reduce cost pressures on Britain's brewers by tens of millions. However, it is vital that the 12,000 publicans that run leased and tenanted pubs as SMEs are also be included, as otherwise over a quarter of Britain's pubs will not equally benefit from this important change. We look forward to working closely with government in building on these important changes which are clear signal of intent to reduce the costs of doing business for brewers and pubs which sit at the heart of local communities throughout the country."

Andy Slee, Society of Independent Brewers and Associates (SIBA) Chief Executive said: "Pubs and independent breweries have been facing a fundamental unfairness under the Extended Producer Responsibility (EPR) scheme where they effectively have to pay twice for waste collection. This double counting has cost the pubs sector around £50 million a year. Today's announcement by the Government to resolve this issue is sensible and a welcome move in the right direction.

"The implementation of EPR has had a significant impact on independent breweries, the glass industry, pubs and consumers by adding extra costs, bureaucracy and additional challenges. Some breweries have been forced to cut staff to cover the extra cost of EPR. We hope that the Government's consultation on fees will help reduce this impact on a fragile industry."

Amber Taverns Unveils Carter & Co Following £160k Wakefield Investment

Amber Taverns is giving one of Wakefield's established pubs a new lease of life with the opening of Carter & Co today, Friday 13 November, following a £160K investment in the former Hogarths on Westgate. The transformation marks a fresh chapter for the Grade II listed venue, which has traded as Hogarths for the past 12 years, combining a contemporary new look with an expanded entertainment offer while retaining its position as a popular city-centre local.



The refurbishment has introduced brighter interiors, new carpets, blinds and furnishings, alongside a dedicated double darts area and improvements to the beer garden. The pub will continue to be operated by Emily Wray, a Wakefield local with more than eight years' experience in hospitality, supported by her existing nine-strong team.

Richard Lewis, CEO of Amber Taverns, said, "There's something particularly satisfying about taking a well-established pub and giving it a fresh identity and a new sense of energy. Hogarths has been part of Wakefield's hospitality scene for many years, and our investment in Carter & Co is about building on that foundation while creating something that feels exciting and relevant for today's customers.

"We've invested in the things that really matter to people visiting their local, from comfortable surroundings and great sports facilities to entertainment and a welcoming atmosphere. Emily knows the pub and its customers, and having an experienced local operator and an established team in place gives Carter & Co a fantastic starting point.

"Across Amber, we're continuing to invest in pubs that have real potential. Carter & Co is a great example of how a well-considered refurbishment can breathe new life into an established venue and help keep our town and city centres vibrant."

The venue will open to the public today, Friday 13 November.

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Asking the Right Questions Behind AI

By Alessio Delpero, Associate Professor at Glion Hospitality & Luxury Business Education (www.glion.edu)



Hardly a week goes by at Glion without someone asking the same question: is artificial intelligence coming for our jobs, or for our clients? Nobody can say for sure, and anyone who answers with great confidence is probably selling something. But both questions may miss the point. To understand what AI changes, we need to look at what it is, what it does well, and where it creates tensions for business.

Strip away the mystique and today's AI systems are statistical models of remarkable power. They learn patterns from vast amounts of data and use them to make predictions: the next word in a sentence, a customer's likely preference, or the chance that a booking will be cancelled. In other words, AI is extraordinarily good at learning from the average and depict what is typical. That single fact explains much of what it can and cannot do for business, and it runs through everything that follows.

This also explains why AI matters so much. Prediction is needed almost everywhere, which is why economists tend to place AI among the general-purpose technologies (GPTs): technologies such as electricity and the internet that spread across the economy, improve over time, and trigger waves of complementary innovation across sectors. History offers important lessons about GPTs, so looking at the past can help us anticipate how AI may affect industries in the future.

THE FIRST LESSON: REORGANISING VALUE CREATION

The first lesson from GPTs is that their value rarely goes to whoever adopts them first. It goes to whoever uses them to reorganise how value is created and captured.

Hospitality learned this the hard way. When the internet arrived, many hotels treated it as just another sales channel. Online travel agencies saw something else: an opportunity to reorganise the market around travellers' searches. Network effects did the rest, and by the time major hotel groups launched their own search platforms, the game was largely decided. Luxury fashion houses, by contrast, reorganised to protect their brands, built their own digital channels, and retained control of their relationships with clients.

Thus, with AI, the strategic question is the same: not "How do we use it?" but "How can a company reorganise around it to shape the industry?", a question that can be answered from the internal perspective of how companies organise tasks and human capital, but also from the external perspective that involves customers.

Reorganisation starts inside the firm, and here the evidence is encouraging. Research by Brynjolfsson and colleagues shows that customer-service agents' productivity increases by about 15% when they use AI, with the largest gains among the least experienced. That is exactly what a technology that learns the "average" should do: spread the better habits of more effective agents to their lower-performing colleagues. This helps lift the floor of productivity.

Raising the ceiling, where the best people make the difference, especially in luxury services, is nonetheless another matter. The reason is that AI's abilities are uneven. Studies by Dell'Acqua and colleagues describe a "jagged frontier": AI excels at some tasks but can mislead on others that appear just as easy. The challenge is knowing where a given task sits in relation to this frontier and, therefore, how well AI is likely to perform. This is non-trivial for three reasons. First, the frontier is invisible. Second, AI's ability at solving tasks evolves with the models. Third, we tend to "fall asleep at the wheel", passively accepting AI suggestions without critically assessing them.

Reorganising around AI is therefore neither replacing people nor simply giving them the technology. It is about knowing which tasks to delegate to AI, which to share with it, and which to keep with people. That judgement is fast becoming a core management skill.

The same logic applies, with even greater force, when we take the external perspective and turn from employees to customers. Here, AI's great promise is personalisation: treating every customer as an individual, at scale.

Yet AI learns from data, and data describe the many rather than the one. The more a system relies on general patterns, the greater the risk that its answers tend towards what is typical, just when customers want to be recognised for who they are. The promise of personalisation built on the average therefore presents a tension that technology alone cannot resolve. This tension is particularly acute in luxury, where clients pay precisely not to be treated as average, yet may also be more sensitive to the use of personal data that can help AI tailor its responses to them.

Overall, research and practical use cases point to a clearer direction for reorganising internal work around AI. By contrast, companies are still experimenting cautiously with AI applications aimed at customers.

THE SECOND LESSON: THE POWER OF COMPLEMENTARY ASSETS

The second lesson from GPTs is that, when a technology becomes widely available and cheap, the things that complement it become more valuable. For AI, these complementary assets are high-quality data and human managerial direction.

Acquiring and organising these complements takes time. When electricity reached factories, the main benefits arrived only decades later, after operations had been redesigned to take advantage of it. AI may be at a similar point. A July 2026 report by Bain & Company and the Comité Colbert found that around 60% of luxury groups and maisons had not yet seen a significant impact from any AI deployment. Companies have only scratched the surface of this reorganisation, and the innovations that will define the next decade may therefore not yet exist.

The overarching lesson from GPTs is that the value of a technology does not necessarily go to the first adopter, but to whoever uses it to reorganise how value is created and captured. What, then, does it take to reorganise around AI?

We must return to the idea of AI as a set of statistical models of remarkable power. A statistical model is only as good as the quality of the data on which it is trained. Moreover, it has no purpose in itself unless it is assigned an appropriate task. To reorganise effectively, companies need high-quality data, and managers must deliberately direct how AI is used, balancing human and AI contributions according to the task. Ultimately, this means directing AI to automate the "average" tasks, thereby freeing human professionals to deliver the bespoke, non-average touches that define exceptional service.

Recognising tasks and directing AI is exactly what we teach students and executives at Glion.

Butcombe Group Capitalises on Extended Summer Season as Sales Grow 8.1%

Pub operator and brewer Butcombe Group has reported growing momentum in Q3 as strong summer trading, a standout performance for the drinks division and further investment in premium accommodation and events sets up the business for a positiveend to 2026.

Highlights for the period to 31st October 2026 include:

- *Managed LFL growth of 8.1% in Q3, with year-to-date LFLs progressing to 6.1%, up from 5.2% recorded at the end of H1.*
- *Growth across all three managed pub operational categories was achieved to the end of Q3, with YTD LFLSs up across Food (5.9%), Drink (6.6%) and Accommodation (5.2%)*
- *Outstanding regional performance in London, delivering YTD LFL growth of 12.4%, following successful investment in The Brown Cow and The Cross Keys*
- *Butcombe Boutique Inns maintaining strong trading at 6.6% LFL, with further investment set to raise total number of BBI sites to 13*
- *UK Drinks Division delivering a standout performance of 7.9% ahead of last year (LY), supported by UK Free Trade (7.4%) and UK Off-Trade (9.9%)*



Following a resilient first half-year of trading, Butcombe Group has delivered accelerated momentum across its Managed Pub Division, with LFL sales improving to 6.1% to the end of Q3, up from 5.2% at H1, bolstered by an excellent quarter which delivered LFL growth of 8.1%. Volume and sales growth were recorded across all three core operational categories, with YTD LFLs up for food at 5.9%, drinks at 6.6%, and accommodation at 5.2%. The group's managed London sites were a particular highlight, delivering LFL growth of 12.4%, supported by successful targeted investments at The Brown Cow, Fulham and The Cross Keys, Chelsea, and encouraging further investment in the capital.

Performance across all regions contributed to a strong Q3, with both the UK and the Channel Islands experiencing excellent trading, in part thanks to an extended summer season. Against a backdrop of rising costs and friction affecting international travel, Butcombe's accommodation and Channel Islands estate captured high seasonal demand across the peak school summer holiday and October half-term periods.

The group's premium room offering, Butcombe Boutique Inns, maintained strong trading with a 6.6% LFL increase. Following continued success for the premium accommodation business, development is currently underway at The Anchor Inn, Lower Froyle, turning this into the newest Butcombe Boutique Inns site and bringing total number of sites up to 13. Further investment is planned for the new financial year to expand the number of Boutique Inns.

During the period, the group unveiled The Dovecote Barn, a dedicated wedding and private events venue at The Methuen Arms in Corsham, accommodating up to 100 guests. Building on a 37% year-on-year surge in wedding revenue during H1, this strategic investment in premium event space will service accelerating consumer demand for weddings, private events, and special occasions.

Targeted capital expenditure across the wider estate continues to generate strong returns. Recent major redevelopments at The Mayflower in Lymington, The Dundas Arms in Kintbury, and The Brown Cow in Fulham have been exceptionally well received by guests, delivering average sales growth of 43.4% against last year following their reopenings.

Looking ahead, the group remains confident about trading in the fourth quarter, particularly within the Managed Pub Division, where early Christmas bookings are running ahead of the same point last year.

Jonathan Lawson, CEO of Butcombe Group, said: "Our third quarter performance demonstrates the growing momentum across all areas of the business, building on a resilient half year. The investment we have made into our estate, particularly across our premium accommodation, London sites, and dedicated event spaces like the new Dovecote Barn is delivering clear returns and meeting the evolving needs of our guests.

"Our team deserve enormous credit for ensuring that we are on track for another successful year. The consumer environment is not an easy one, and our people are key to ensuring that we deliver the highest standards of service and value for money, which ultimately drives loyalty and keeps us winning within the markets that we operate. Despite words of support, we are yet to see actions from the Government that recognise the cost of doing business or encourage us to invest and grow. Our continued growth and investment, with the support of Caledonia is very much in spite of successive governments and we are still waiting for a robust plan for growth and an environment within which business and hospitality can thrive and contribute to GDP growth.

We remain confident in our outlook, buoyed by encouraging level of Christmas bookings that are currently pacing ahead of last year, while the growth from our strategic focuses on premium accommodation, events and our drinks division puts us is in an excellent position heading into 2027."

Liverpool Leads on Group Dining as Leeds Diners Book on the Fly, EatClub Data Shows

EatClub has published its first Restaurant Index, an analysis of dining behaviour across its UK operating cities that shows how eating out varies from one city to the next.

Liverpool emerged as the most sociable dining city. Diners there are 62% more likely than Londoners to eat out in groups of four or more.

Bristol follows at 48%, then Cardiff (29%), Manchester (25%) and Leeds (20%), all measured against London.

London bucks the trend, with smaller tables increasingly common. Solo diners' share of tables at the same restaurants on the app has risen by almost a fifth year on year.

Weekday lunchtime dining in the capital is up nearly 50% on last year, while evening visits have not seen a comparable increase.

Half of Leeds diners decide to eat out just 35 minutes before taking their seats, the shortest lead time in the index. The lead times for the other cities are:

- *London: 38 minutes*
- *Cardiff: 38 minutes*
- *Manchester: 38 minutes*



- *Liverpool: 61 minutes*
- *Bristol: 61 minutes*

The index also tracked the seasonal shift away from summer's casual favourites, such as fried chicken, towards more substantial sit-down meals.

In London, steakhouses' share of dining is up 41% on summer. Italian (down 5%), Indian (down 4%) and Chinese (down 3%) all dipped slightly.

Other cities show distinct preferences:

- *Leeds: Indian restaurants up 40% on summer*
- *Manchester: Middle Eastern up 24%*
- *Cardiff: Italian up 27%*
- *Bristol: Asian cuisine up 26%*
- *Liverpool: breakfast and brunch up more than 70%*

Jamie Crummie, UK managing director of EatClub, said: "Britain's dining habits are ever-changing, and restaurants can't afford to stand still. That's why we've launched the EatClub Restaurant Index, to give the industry a clearer picture of changing customer behaviour and help them turn otherwise empty tables into opportunities.

"With the hospitality industry continuing to face significant cost pressures, being able to respond to how people want to dine, whether that's a spontaneous dinner, a table for one or a big night out with friends, is more important than ever."

Punch Pubs & Co. Acquires The Idle Valley Tap Pub In Retford

Punch Pubs & Co has added to its growing portfolio with the acquisition of the Idle Valley Tap in Retford.

The much-loved pub, located on Carolgate in the town, will undergo a refurbishment in spring 2027.

Punch Pubs Operations Manager, David Hill commented: "We are delighted to acquire this well-known and beloved pub and hope to build on its strong reputation. Next year we will be enhancing what makes this pub special while giving it a bit of a refresh.

"Stephen and Charlotte are popular with the guests and will remain in charge of the day-to-day running of the pub."



The Idle Valley Tap is a welcoming local pub featuring a large bar, open fire, pool table, darts board and live sport screens. Externally the pub has made the most of its outside space to provide an attractive seating area. The pub also features ten rooms letting rooms which have previously received multiple industry awards.

Speaking about the acquisition, Punch Pubs & Co Acquisitions Manager, Henry Boshier, added: "This is an exciting opportunity for Punch, and I'm delighted to welcome the Idle Valley Tap into our Punch family. As always, it remains our priority to ensure the pub continues to thrive at the heart of the community and we're looking forward to getting in the door."





5 Things Restaurants Should Reconsider About the Table for One



According to **Keith Kakadia, Founder and CEO of Sociallyin (https://sociallyin.com)**, social media influences 88% of diners' choice of their next dining destination.

For solo diners, those concerns may begin before they even arrive. Booking a table for one, choosing a comfortable seat, or finding suitable menu options can all shape the experience.

1. MAKE SOLO RESERVATIONS EASIER

Sociallyin recommends keeping restaurant profiles updated with accurate information and direct reservation links. Restaurants should check whether their online booking systems accommodate parties of one and whether customers are raising concerns about unavailable reservations.

2. OFFER MORE THAN BAR SEATING

Restaurants often showcase their dining atmosphere through social media, but those visuals may not tell solo guests what seating options are available.

Kakadia explains, "When someone asks online if they can get a regular table for one, that's useful information for the restaurant. If several people are asking the same thing, it's worth looking into. Those questions can tell businesses what customers are unsure about before they even visit."

Restaurants can use recurring questions to identify where seating information or guest experiences may need improvement.

3. RESPECT THEIR PERSONAL SPACE

Some guests want a quiet meal, while others enjoy interacting with staff. Rather than assuming what solo diners prefer, restaurants should pay attention to reviews mentioning rushed service, excessive interruptions, or uncomfortable dining experiences.

4. MAKE SOLO LUNCHES WORTH REPEATING

Regular solo customers may become familiar faces, particularly during weekday lunches. Remembering preferences, maintaining consistent service, and acknowledging feedback can help encourage repeat visits.

"Think about someone who comes in every Tuesday for lunch. They may never post a photo or leave a review, but they're still an important customer," he says. "Restaurants spend so much time trying to attract new people online that they can overlook what brings existing customers back. Feedback from regular guests deserves just as much attention."

5. RETHINK SHARING-ONLY MENUS

Menus centered on sharing platters may leave individual diners with limited options. Restaurants can review customer questions, online reviews, and ordering feedback to identify demand for smaller portions or more flexible meals.

Kakadia also recommends analyzing recurring review patterns to improve menu offerings and customer experiences.

For more insights into restaurant customer engagement and loyalty, explore **Sociallyin's restaurant marketing guide**.

East India Arms Refurbishment Marks Latest Shepherd Neame Investment

One of the City of London's most historic pubs, the East India Arms, has reopened following a refurbishment by independent family brewer and pub company Shepherd Neame.

Situated on Fenchurch Street in the heart of the City, the traditional London pub has been serving the capital's workers, residents and visitors since 1829. Its history as a drinking establishment stretches back even further, as the Magpie Ale House previously occupied the site from at least 1645. The East India Arms takes its name from the British East India Trading Company, whose former premises are situated next door.



Image credit: Shepherd Neame

The project represents the latest stage in Shepherd Neame's ongoing programme of investment in its premium London estate, reinforcing its commitment to historic and distinctive pubs in prime locations across the capital. Recent investments include refurbishments at the Coach and Horses in Mayfair, the Hoop and Grapes, The Tom Cribb, The Westminster Arms and The White Horse and Bower, alongside the acquisition of the Bishops Finger in Smithfield.

Taking the helm at the East India Arms following the refurbishment is new General Manager Tara Bossert, 52, who brings more than nine years' experience with Shepherd Neame.

Tara Bossert joined the company as Deputy Manager at The Britannia in Guildford before becoming General Manager at The Wheatsheaf in Farnham. She subsequently led The Kings Arms in Dorking before moving to run Mabel's Tavern in Bloomsbury, where she has spent the past two years.

Originally from South Africa, Tara moved to the UK in 1997 and enjoyed an extensive career in hospitality before joining Shepherd Neame.

She said: "The history of the East India Arms was one of the things that immediately attracted me to it. It is a wonderful traditional pub in an incredible location, right in the heart of the City, and it offers a really exciting new challenge.

"For me, running a great pub is all about the people, both our team and our customers. I love creating a warm, welcoming environment where people feel comfortable, relax and have a really good time. The East India Arms already has a fantastic following of regular customers, particularly those working in the surrounding offices, and I'm looking forward to getting to know them while also welcoming new faces."

Tara Bossert will live at the pub with husband Owen, who has also worked for Shepherd Neame for six years and is currently Head Chef at the Rose and Crown in Blackfriars.

Tara said: "We're really excited to be opening at weekends for the first time. There is so much for visitors to enjoy in this part of London, and we have a great story to tell here. The East India Arms has almost 200 years of history, and we want to encourage more people exploring the City to come and find us, and enjoy a fantastic pint in a proper traditional London pub."

Tara added: "The East India Arms has everything you want from a great City pub: fantastic history and character, quality beer and a brilliant location. The refurbishment has enhanced all those qualities without losing what makes the pub special, and I can't wait to welcome everyone through the doors."

New President for Culinary Association of Wales

The Culinary Association of Wales (CAW) has elected experienced South Wales chef Colin Gray as its new president.

Mr Gray, owner of Capital Cuisine Catering Services Limited, based in Bedwas, Caerphilly, succeeds Arwyn Watkins, OBE, having been vice president since 2015.

He is a former vice captain and an original member of Culinary Team Wales, mentor and chairman of judges for the National and Junior Chefs of Wales competitions.

He thanked members for their support, saying he was honoured to be elected president and would do his utmost to build on the legacy of the past decade.

"I must say a massive thank you to Arwyn and his wife Vicky who have worked wonders to lead the association to where it is today," he told the CAW's general meeting at Cambrian Training Company's headquarters in Welshpool.

He also praised all the CAW's sponsors, giving a special mention to Castell Howell Foods for agreeing to host the National and Junior Chef of Wales finals for the second time at company's annual Food Trade Show at the International Convention Centre Wales (ICC Wales), Newport in January.



Arwyn will continue as a director and Vicky retains the role of office manager to support the CAW succession plan and forward programme of ambassadorial activity showcasing Wales on the world stage.

As the CAW embarks on its next chapter, it will be reaching out to business partners to join the journey to the Culinary Olympics in Stuttgart in 2028.

In his report, Mr Watkins said he was proud to have achieved most of the objectives he had set himself at the start of his presidency, including professionalising the CAW.

Key milestones included hosting the Worldchefs European Congress in Wales in 2017 and the 41st Worldchefs Congress & Expo at the International Convention Centre (ICC Wales), Newport, in May this year, attracting nearly 1,000 delegates from 70 countries worldwide.

"It was truly a Team Wales effort and what you all delivered was well received by the Worldchefs community," said Mr Watkins, who thanked current and past voluntary directors and his wife for their support during his presidency.

His biggest regrets were losing core funding support from the Welsh Government following Brexit and the loss of King Charles III as patron when he became monarch.

He said he hopes the new president will re-establish a culinary squad to represent Wales in international competitions, with a goal of entering a team in the Culinary Olympics in 2028. However, more than £60,000 needs to be raised to achieve this ambition.

In the meantime, Wales has been invited to send a team of three chefs to compete at the Shanghai International Cup in November 2027.

"It's important that the CAW builds on the legacy of the past 10 years and the priority moving forward has to be the re-establishment of a culinary squad and raising the necessary funds," he added. "Funders back success and success is critical, normally measured by the level of award."

The CAW's new education and skills lead is Andrew Addis-Fuller, a hospitality training officer with Cambrian Training Company who succeeds work colleague Chris Bason.

Michael Bates, executive head chef at the Celtic Manor Resort, Newport, continues his role as external events lead, including catering for the annual St David's Day reception at No 10, Downing Street, London.

Nominations received for Culinary Team Wales manager will be considered at the new CAW board's first meeting.

Tube Strikes the "Last Thing London's Nightlife and Hospitality Sector Needs"



London Underground drivers will stage eight days of strike action over the next four months in a dispute over pay and working conditions, in a move that threatens fresh disruption to the capital's transport network.

The Rail, Maritime and Transport (RMT) union will begin a series of rolling 24-hour strikes on 26 November in opposition to management's plans to introduce a four-day working week and a new Trains Modernisation Framework. The union said the proposals would mean longer duties and short-notice changes to shifts, and warned they could lead to "hundreds of job cuts".

Three of the walkouts are scheduled to take place before Christmas Day, prompting business leaders to warn that the action could deal a serious blow to London's hospitality and retail sectors during one of their busiest trading periods of the year.

Michael Kill, CEO of the Night Time Industries Association (NTIA), said: "The announcement of further Tube strikes in the crucial run-up to Christmas is the last thing London's nightlife and hospitality sector needs, particularly following a deeply disappointing Budget that failed to deliver the meaningful support our industry desperately needs.

Businesses are already facing enormous financial pressures, rising operating costs and fragile consumer confidence. The Golden Quarter represents a critical trading period for thousands of venues, many of which depend on festive revenues to survive the quieter months ahead.

Further transport disruption risks devastating footfall, triggering cancellations and stripping vital revenue from businesses already operating on a knife-edge.

While we recognise the importance of workers' rights, the wider economic consequences cannot be ignored. Our sector cannot continue to be collateral damage in industrial disputes.

We urgently call on the RMT and Transport for London to reach a resolution before these strikes take place.

Following a Budget that offered little hope, the last thing our sector needs is a transport shutdown during its most important trading period. Christmas should be an opportunity for recovery, not another fight for survival."

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Study Reveals Career Priorities Shaping the Next Generation of Luxury and Hospitality Leaders

Sommet Education, in collaboration with DLG (Digital Luxury Group), has published the Luxury & Hospitality Career Index 2026, the first study exploring how alumni of Glion Hospitality & Luxury Business Education and Les Roches Global Hospitality Education experience their careers, what they value in an employer and which organisations they most aspire to join.

Based on responses from 451 alumni of Glion and Les Roches (both in the Top 3 in the QS World University Rankings by Subject 2026 for Hospitality & Leisure Management) who participated in a survey conducted between April and August 2026, the Index provides a perspective on careers across hospitality, luxury and the wider experience economy.

It combines three dimensions: employer experience, employer desirability and career outcomes, including seniority, job function, international mobility and preparedness.

INTERNATIONAL CAREERS AND LONG-TERM PROFESSIONAL DEVELOPMENT

The findings highlight the international reach and strong career progression of alumni respondents across hospitality, luxury and the wider experience economy.

More than half (53%) of respondents currently work outside their home country, while 48% already hold positions at mid-level management or above. Almost one in three are in senior management or executive positions, and 16% are owners or founders. The findings also point to a strong entrepreneurial mindset, with ownership and founder roles representing a notable share of respondents' career paths.

These outcomes are particularly notable given the relatively recent profile of the alumni surveyed: over 40% graduated in 2020 or later.

Professional development also emerges strongly from the study. Career development features as a leading factor shaping employer attractiveness among respondents, with 78% of alumni stating their current role is helping them develop skills valuable for their long-term career, while 76% say their current employer has enhanced their professional profile. Brand reputation is another strong marker, with 71% agreeing that their employer has a strong reputation within the industry.

The international nature of these careers is reflected in the capabilities alumni associate with their education. Across the two institutions, 80% feel well or extremely well prepared for cross-cultural communication, 74% for understanding the luxury and hospitality industry and 69% for network building.



Christophe Julliard, Chief Marketing & Revenue Officer, Sommet Education, said: "The Index demonstrates the breadth of careers that hospitality education can unlock today. Across Glion and Les Roches, we see graduates building international careers, progressing into leadership positions and entrepreneurial roles, and developing profiles that are valued by some of the world's most recognised hospitality and luxury organisations. While each institution has its own identity and areas of strength, they share the ability to equip graduates with the international outlook, industry understanding and human skills required to build long-term careers in a rapidly evolving sector."

LEADING HOSPITALITY BRANDS REMAIN THE MOST DESIRABLE EMPLOYERS AS LUXURY CAREER OPPORTUNITIES CONTINUE TO EXPAND

Asked to spontaneously name up to three organisations they would most like to work for, alumni place some of the world's leading hospitality groups at the top of their aspirations. Across the combined population, Four Seasons ranks first, named by 106 respondents, followed by Marriott International (79), Mandarin Oriental (56), Aman (53) and Rosewood (37). LVMH also enters the overall top ten, and globally international hotel groups account for 65% of all employer mentions.

Within this overall picture, the two alumni communities reveal distinctive career aspirations. For Glion alumni, Marriott is the most desirable employer, followed by Four Seasons and Mandarin Oriental. LVMH/Cheval Blanc ranks fourth, while Chanel and Hermès also feature among the most frequently cited organisations. The results illustrate the breadth of Glion graduates' aspirations across hospitality and the wider luxury sector.

For Les Roches alumni, Four Seasons leads the ranking, followed by Marriott, Mandarin Oriental and Rosewood. Hilton, Hyatt and Accor also feature prominently, alongside LVMH/Cheval Blanc, reflecting graduates' aspirations to build international careers across globally recognised hospitality and luxury brands. The results highlight the growing convergence between hospitality, luxury and the wider experience economy, where service excellence, leadership and customer-centric skills are increasingly valued across sectors.

PREPARING GRADUATES FOR EVOLVING CAREERS

Taken together, the findings reflect the increasingly broad professional landscape open to hospitality graduates. Careers are becoming more international, increasingly extend beyond traditional hospitality functions, and connect with a wider luxury and experience economy.

While employer reputation remains important, respondents place even greater value on opportunities for career development and long-term progression.

As organisations across hospitality, luxury and lifestyle sectors place growing emphasis on customer experience as a competitive differentiator, demand is increasing for professionals with the international outlook, business acumen, emotional intelligence and people skills required to design, manage and elevate those experiences. Employer feedback collected alongside the Index reinforces the strong reputation of Glion and Les Roches graduates, particularly recognising their international outlook, professionalism, service-oriented mindset and practical hospitality expertise. These qualities provide a strong foundation for careers across an increasingly diverse luxury and experience economy.

This evolution is expanding career opportunities beyond traditional hotel operations into areas such as luxury brand management, entrepreneurship, consulting, events, real estate and other experience-led sectors.

Craft Union Celebrates Outstanding Operators at Annual Awards Ceremony

Craft Union Pub Company has celebrated the achievements of its operators from across the UK at its annual Craft Union Operator Awards.

The awards shine a spotlight on the operators behind Craft Union's pubs, celebrating those who have delivered exceptional results across a range of areas, from community engagement and fundraising to sales growth, sport, investment and operational excellence.

Held annually, the awards recognise the operators whose passion, commitment and hard work help make sure community pubs continue to thrive.

This year's winners demonstrate the breadth of talent across the Craft Union estate, showcasing operators who are not only running successful businesses but also creating spaces that bring people together, support local causes and play an important role in the communities they serve.

The 2026 Craft Union Operator Award winners are:

- *Best Turnaround: Kevin Sadler, Fountain Inn, Soham*
- *Best Newcomer: Jeff Garside, Cherry Tree, Pennycross*
- *Best Sports Performance: Callum and Lauren Walton, Springvale Tavern, Sheffield*
- *Best Community Pub Operator: Sara and Kelly Hirst, Black Swan, Ripon*
- *Outstanding Pub of the Year: Andrew Graham and Rachel Sewell, Grapes, Beverley*
- *Best Sales and Profit Growth: Chris and Iryna Williams, Railway, Lancing*
- *Risk and Safety Award: Fiona Pinn, Kings Head, Plymouth*
- *Best Investment: Tom Lakin, Roman Bath, York*
- *Best Gaming Performance: Marie Rochell, Tennis Court, Birmingham*
- *Best Centre of Excellence Operator: Claire Turner, Moot Hall Arms, Leeds*
- *Best Student or Late Night Proposition: Shane Palmer, Beehive, Sheffield*

Special recognition was also given to Craft Union's leading fundraising operators, whose efforts have generated significant support for charities and local causes within their communities:



- *Jonathan and Tanya Childs, Garden House, Norwich*
- *Jemma Lewis, New Inn, Keynsham*
- *Andrew Werra and Kirsten Collinson, Cross Keys, Hull*
- *Joanne Powell, Red Hall Hotel, Clwyd*

Many of this year's winners demonstrated how community pubs continue to evolve and grow by putting local people at the heart of what they do.

Among them were Sara and Kelly Hirst of the Black Swan in Ripon, who secured the Community Pub Operator award for the second consecutive year, recognised for their tireless efforts to bring people together through initiatives including the town's annual Pride celebrations.

Andrew Graham and Rachel Sewell of The Grapes in Beverley were crowned Outstanding Pub of the Year, the highest accolade of the evening, recognising excellence across every aspect of their business, from commercial performance and team development to community engagement and customer experience.

The awards also highlighted Craft Union's continued investment in people and operator development. Claire Turner of Leeds' Moot Hall Arms was recognised as Best Centre of Excellence Operator after helping to train more than 70 Craft Union operators throughout her career, supporting the next generation of publicans and helping shape the company's training programmes.

Frazer Grimbleby, Managing Director of Craft Union Pub Company, said: "These awards are about recognising the incredible people behind our pubs. At a time when the hospitality industry continues to face challenges, it's important to celebrate the operators who turn their pubs into thriving, successful businesses and valued community hubs.

"Pubs remain at the heart of communities across the UK. They are places where friendships are formed, milestones are celebrated, local causes are championed and people come together. The operators we have recognised this year embody everything that makes great pubs so special.

"What shines through year after year is the passion, resilience and entrepreneurial spirit of our operators. Whether they are raising thousands for charity, investing in their communities, supporting local sport, mentoring future operators or simply creating welcoming spaces for customers, they make an enormous difference every single day.

"I am incredibly proud of all our winners and finalists. Their dedication and hard work makes sure our pubs continue to thrive, and without them we would not have the strong, vibrant estate that Craft Union has today."

WTTC Hails London as a Model for Growth as Global Travel Leaders Gathered for WTM

The World Travel & Tourism Council (WTTC) has welcomed the launch of the new Oxford Street traffic-free zone in London, supporting its view that the city is a strong model for growth in Europe and focused on attracting more tourism.



As global Travel & Tourism industry leaders gathered for the World Travel Market (WTM) in London earlier this month, WTTC is forecasting that the sector will grow in Europe by 3.1% in 2026, continuing to outperform the wider economy and exceeding the sector's 2.6% growth recorded last year.

London is leading the way. The city welcomed an estimated 16.4 million international visitors in 2025, one of the highest visitor totals of any city worldwide.

WTM coincides with a landmark investment in the visitor experience. Just days before the event begins, almost a kilometre of Oxford Street has become permanently traffic-free, delivered by the Mayor of London through the Oxford Street Development Corporation, supported by the UK Government.

Gloria Guevara, President & CEO of WTTC, said: "London shows what happens when government treats Travel & Tourism as a strategic priority. Transforming Oxford Street, just as the global travel sector arrives in the city, sends a powerful message that London is open, ambitious and investing in every visitor's experience.

Our sector is set to create around one in three of all new jobs worldwide over the next decade, but that growth is never automatic. It depends on governments putting the right conditions in place, from connectivity and infrastructure to skills."

When announcing the pedestrianisation, the Mayor of London, Sadiq Khan, said: "It is a truly momentous occasion for the capital. Revitalising Oxford Street will boost jobs and economic growth in the capital, unlock the full potential of this key part of the West End, and help build a better, greener and more prosperous London for everyone."

WTTC's latest Economic Impact Research shows the opportunity for destinations that invest. International visitor spending across Europe is set to rise 5.8% in 2026, while the sector worldwide is forecast to contribute a record US$11.9 trillion to the economy, accounting for 9.9% of global GDP and supporting 375 million jobs worldwide, equivalent to one in every nine jobs.

WTTC is calling on governments to follow London's lead, backing the sector with investment in infrastructure, skills, sustainable destination management and connectivity.

Hoar Cross Pub Reopens Following a Half-a-Million Pound Investment

The Meynell Ingram Arms pub in Hoar Cross has reopened following a massive £500,000 investment by pub company Punch Pubs & Co.

The country pub closed at the end of September to undergo a refurbishment, which has now been completed.

New Management Partners, Simon and Karen Terry have taken on the pub and are excited to get started. Simon said: "This is a fantastic pub with incredible potential and we're so pleased to be here. I am looking forward to meeting all our guests and delighting them with our generous pub favourites, Sunday lunch, local cask ales and carefully chosen wines."

Punch has revamped the exterior of the pub, replacing existing signage with new concepts that compliment planted flowers and shrubbery, all of which has been sourced locally and planted by local people. The courtyard and gardens have been refreshed but guests will be happy to know there's been no major changes, and the outside bar has been retained.



Inside, the bar has been refurbished, with the chairs, stools, tables and décor all refreshed or replaced. Guests will notice the return of the pub's known country charm and admired attention to detail.

Overseeing the transformation was James Killick, an experienced Operations Manager at Punch Pubs & Co. "We're delighted with the results of the refresh," James said. "Our ambition is to return The Meynell Ingram Arms to its former glory and position it as the number one destination in Staffordshire once again."

James continued: "Everything will begin and end with our food and drinks menu, it's what we want the pub to be known for. We have great beer, fine food and polished service that will bring guests back time and time again."

On the changes to the pub, James said: "I think we've kept everything that has made the Meynell a destination pub and made small improvements where it was necessary. I'm sure our guests will love it."





Fuller's Lifts Half-Year Profit by a Quarter and Signals Full-Year Results Ahead of Expectations

Fuller, Smith & Turner has reported a 25% increase in half-year adjusted pre-tax profit and told investors it now expects its full-year performance to exceed market forecasts. Shares in the London-based pub and hotel operator moved higher in early trading.

For the 26 weeks to 26 September, adjusted profit before tax, which strips out one-off items, reached £28.2m, compared with £22.5m in the same period last year. Revenue grew 6.5% to £220.9m, while adjusted earnings per share climbed 33% to 39.81p. The board raised the interim dividend by 6% to 8.35p.

Fuller's said it now anticipates full-year adjusted pre-tax profit will come in above the current consensus of analyst forecasts, though it did not put a figure on the expected outperformance.

Like-for-like sales, which compare only sites trading in both periods, are up 5.8% over the first 32 weeks of the year. Advance bookings for the Christmas trading period are 16% ahead of the same point last year.

The company acknowledged that part of the half-year gain came from conditions unlikely to be repeated. Management estimates that the exceptional summer weather and the football World Cup together contributed between £2m and £3m of profit.

During the period, Fuller's acquired 12 pubs for £37.5m. Net debt excluding lease liabilities, which measures borrowings less cash, stood at £140.2m, marginally up from £138.3m a year earlier. The group expects the figure to rise to between £190m and £195m by the year-end.

Fuller's Julie Palmer, Managing Partner at financial and real estate advisory group BTG, said: "Off the back of a budget that offered small relief in business rates for the hospitality industry, there will now be many that either have been given a clearer path or a clearer cliff edge ahead. The smaller players in the industry will be hoping that Christmas can deliver a short-term boost to revenue as they survive day to day. The larger players will be understanding how long-term measures can help drive margins. Either way, this could mean that staff either lower their hours or lose their jobs.

"Fuller's will be one of those looking long-term. Its identity of delivering mid price dining with a cosier, more traditional pub experience is well defined and this has helped build a loyal customer base. Meanwhile, its scale and operational size have allowed it to negotiate with suppliers and make savings to increase margins where possible. As a big player it is tasting success in this market by showing how incremental gains – whether saving costs or improving delivery – compound quickly to form a foundation of success.

"With the busy Christmas period showing bookings ahead of last year, Fuller's will be hoping it can repeat last year's record-breaking revenues. The risk is that last year becomes an outlier in what has been a steady run of results. However, with the solid foundations in place it is well placed to take advantage should the British public rally to defy the gloom by choosing to spend at the pub once again."

Oldham Community Pub Reopens Following Makeover

The Townhall Tavern, located on Yorkshire Street in Oldham, officially reopened on Thursday 29th October following an investment of £308,000. The pub is part of Proper Pubs, the community wet-led operator division of Admiral Taverns, which operates more than 200 pubs across England, Scotland and Wales.



Behind the bar is community hero, Michelle Charlton, who brings a wealth of industry experience and local knowledge to The Townhall Tavern. Her expertise, combined with her energy and enthusiasm, will enable her to create a lively social hub for local residents to enjoy, further cementing the pub at the heart of the local community.

Michelle Charton, Operator of The Townhall Tavern, said: "It's been brilliant to finally open the doors to The Townhall Tavern, and the response from the local community has been fantastic so far. It's great to see familiar faces returning alongside plenty of new ones, all enjoying the pub's new look. We've got lots of great entertainment and sport lined up in the weeks ahead, so I'd encourage everyone to pop in and see what we've got on. I would like to say a huge thank you to the whole team at the pub and also the team at Proper Pubs for helping make it all possible."

On top of the fantastic drinks selection, the operator has a busy schedule of entertainment planned for customers to enjoy including regular live music, karaoke, quiz nights, pool teams, and darts teams.

Michelle is also hoping to support all aspects of community life by collecting food to donate to the local foodbank. Going forward, she also hopes to support several local causes close to the community's heart.

Nikki Greenhalgh, Operations Director for Proper Pubs, said: "It's fantastic to see The Townhall Tavern open and thriving after its refurbishment. The Halloween reopening night with live music was a great celebration, and it was brilliant to see the local community come out to show their support. Michelle has done a superb job bringing the refurbishment to life, and I'm sure it will be a real hub for the community for many years to come. On behalf of myself and the whole team at Proper Pubs, we'd like to wish her and the team every success for the future."

Brakspear Expands Honeycomb Houses with Acquisition of The Stroud Hotel

Pub operator Brakspear is expanding its Honeycomb Houses managed division with the acquisition of The Stroud Hotel in the heart of the Cotswold town.

The deal for the landmark Grade II-listed hotel brings the number of Honeycomb Houses sites to 13, and also expands Brakspear's presence in the Stroud area, where it already owns The Egypt Mill Hotel in Nailsworth and The Kings Head Hotel in Cirencester.

Having recently reported a 23% increase in turnover for Honeycomb Houses in 2025, with like-for-like growth of 7%, the latest acquisition continues Brakspear's strategy to grow its managed operation as opportunities arise.

The Stroud Hotel has 24 en-suite rooms, including five suites, and has a thriving function business as well as being a popular venue for dining and entertaining. Its location directly opposite Stroud railway station appeals to tourists and business travellers alike.



With the business having recently been refurbished to a high standard, Brakspear will close the hotel for a week to convert it to the Honeycomb Houses model and systems, before reopening on 10 November. The existing employee team is remaining in place.

Brakspear chief executive Tom Davies said: "We're delighted to be taking on The Stroud Hotel, which is an iconic business within the town. It's complementary to our established strength in the immediate area and more widely across the Cotswolds, and as a family-owned business we take our responsibilities as the new custodians of this wonderful building seriously.

"We're also very pleased to welcome the existing employee team to the Honeycomb Houses family. They're the driving force of what is already a successful business, so for us this an evolution, not a revolution. With The Stroud Hotel retaining its unique character, and now with the strength of the Honeycomb Houses team behind it, our aim is to help take this already well-loved local business to the next level.

"For the hotel's existing customers within the town and beyond, it is very much business as usual, from food to functions. For new customers, the timing is perfect. We're taking bookings for festive dining and Christmas Day celebrations, and The Stroud Hotel will be a great place for drinks with friends, celebrations, as well as for Christmas and New Year breaks.

"Whether they're new to The Stroud Hotel, or already a regular customer, the festive season will be the perfect opportunity for guests to see us in action, as we look forward to welcoming them time and again in 2027 and beyond."

What LPG Offers to Hospitality Venues

As outdoor dining becomes a year-round expectation, many venues are looking again at liquefied petroleum gas (LPG). Its appeal is versatility: the same fuel can run patio heaters, outdoor kitchens and barbecue events, as well as central heating, hot water and even swimming pool heating.

For kitchens, the practical advantage is control. A gas flame is instant and adjustable, which chefs tend to value when service is busy.

Emissions are part of the conversation too. Switching from oil to LPG can cut CO2 emissions by up to 18%*. BioLPG, a renewable alternative, raises that saving to 84%*. It works as a drop-in fuel, so existing LPG equipment doesn't need any changes.



Supply is another consideration. Calor, which has operated for over 90 years, runs more than 1,000 vehicles and has over 6,000 gas bottle stockists across the UK. It also owns two of Europe's largest LPG and BioLPG storage facilities. Drivers do safety checks at each delivery, and engineers provide round-the-clock emergency cover.

For venues extending their outdoor season, LPG offers a flexible, readily available option that can heat guests, fuel kitchens and support lower-emission goals with the right choice of fuel.

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** DESNZ (Department for Energy Security and Net Zero) Greenhouse gas reporting: conversion factors 2025.*

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Punch Pubs & Co. Agrees Acquisition of 24 Pubs From Greene King

Punch Pubs & Co has agreed a deal to acquire 24 pubs from Greene King.

The high-quality pubs, located across England and Scotland, represent a significant long-term investment and reinforce Punch's commitment to great pubs and thriving communities across the UK.

Following phased completion of the 24 pubs, Punch will undertake a comprehensive refurbishment and conversion programme, supported by its proven onboarding and operating model, to position each pub for future success.

The acquisition will add to Punch's fast-growing estate and supports the business' strategy of creating exceptional pub experiences through investment, operational expertise and strong local leadership.



Andy Spencer, Chief Executive Officer of Punch Pubs, said: "This is an exciting opportunity for our business and represents another important step in our acquisition strategy. We know that former managed pubs make fantastic additions to our estate, and this portfolio is a collection of brilliant pubs in excellent locations across the country.

"We have a strong track record of investing in pubs, empowering talented partners and building social connections at the heart of communities. We look forward to welcoming these pubs and their teams to Punch."

The 24 pubs included in the deal are the Glovers Needle (Worcester), Strawberry (Barrow-in-Furness), Victoria (Barrow-in-Furness), Rowing Machine (Witney), Crown (Bradford), National Hunt (Cheltenham), Malt Shovel (Baildon), Old Brewery (Alloa), Bull (Braintree), Duke of Cambridge (Cambridge), Pied Calf (Spalding), Quo Vadis (Glasgow), Counting House (Blackpool), Craig Dhu (Paisley), Greenhills (East Kilbride), Emporium (Fleet), Rose & Crown (Rushden), Outlook (Reading), Old Blackfriars (Aberdeen), Millcroft (Rutherglen), Royal Oak (Bulwell), Druids Arms (Maidstone), Stumps (Glasgow), Sir John Warren (Ilkeston).

The acquisitions follow a strong year of growth for Punch, having invested £68.2m of capital expenditure, of which £56m was spent investing in the core pub estate and £12.2m on recently acquired pubs.

Heartwood Collection Acquires The Abbey Field, Kenilworth

Hospitality group Heartwood Collection has acquired The Abbey Field in Kenilworth, Warwickshire.

The pub will undergo a multi-million-pound refurbishment before reopening in Autumn 2027 as The Kingfisher of Kenilworth, a 24 bedroom 'pub with rooms'.

The extensive refurbishment will transform its bar and dining areas into warm, welcoming spaces with Heartwood's signature charm and space for 200 guests. Guests will enjoy seasonally changing menus and a carefully curated drinks list, alongside a beautifully landscaped terrace for a further 88 guests.

The new name takes its inspiration from the historic Abbey Fields parkland at the heart of Kenilworth, where kingfishers are among the birds recorded along the Finham Brook. Abbey Fields is also home to the ruins of St Mary's Abbey, an Augustinian priory founded in the 1120s, and lies a short walk from the picturesque Kenilworth Castle.



The Kingfisher of Kenilworth will join Heartwood Collection's growing portfolio of characterful pubs and pubs with rooms. It will sit alongside The Angel Inn in nearby Leamington Spa, which the group acquired in October and which will also reopen in 2027, and Heartwood Inns' two existing pubs in the county: The Black Swan in Henley-in-Arden and The Red Lion in Stratford-upon-Avon.

Once open, alongside other planned openings, Heartwood Inns will have 40 pubs, of which 12 will have bedrooms.

Heartwood Collection holds the Sustainable Restaurant Association's highest rating of three stars, won 'Best Pub Group' at the 2026 MCA Hospitality Awards and 'Best Brand/Concept' at the 2025 Publican Awards.

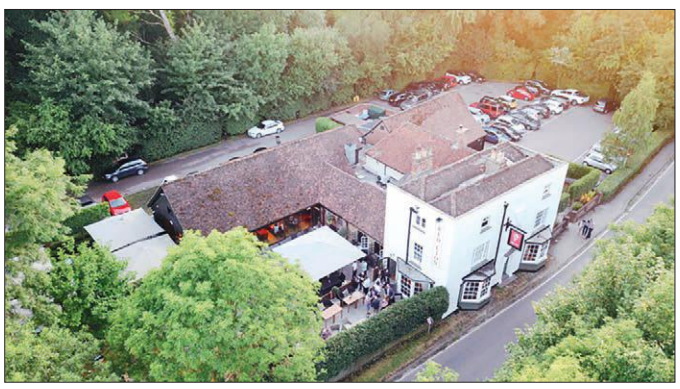
Richard Ferrier, CEO of Heartwood Collection, said: "We are delighted to have acquired The Abbey Field from Greene King and to be growing our presence in Warwickshire. Kenilworth is a wonderful town with a rich history, and we wanted a name that celebrates what makes it special. We look forward to restoring the pub and welcoming guests to the newly named 'Kingfisher of Kenilworth' in Autumn 2027."

Upham Inns Invests £500,000 in The Red Lion at Water End to Boost Drinks-Led Trade

Upham Inns will reopen The Red Lion at Water End, near Hemel Hempstead, later this month following a £500,000 investment covering refurbishment, training and associated reopening costs. The scheme puts greater emphasis on the 1730 coaching inn's drinks-led trade while retaining its established dining offer. It is the first full refurbishment since Upham Inns acquired 14 sites from Oakman Inns in July 2025.

The refurbishment is designed to broaden the pub's appeal throughout the week, catering for both drop-in drinks trade at the bar and sit-down dining.

The Oakman deal has expanded the Upham Inns estate to 25 sites and strengthened its reach beyond the South of England into the Midlands and the South East. Investment in the acquired pubs so far has focused on targeted improvements, including upgrading the bedrooms. The Red Lion marks the beginning of a wider programme across the group.



The project, designed by John Rogers at Creative Thinking, includes full redecoration throughout. Key changes include new high tables and additional space around the bar for drinkers, changes to the pub restaurant to create a warmer, more intimate space, and an enhanced garden for drinking and dining, where the outdoor pods have been refreshed and relocated to create private spaces for groups of six to eight.

Kelly Beard, Head of Marketing at Upham Inns, says: "Our investment in The Red Lion is about strengthening everything people want from their local: a welcoming bar, good food and somewhere they can enjoy spending time throughout the week. The changes will give drinking and socialising a more prominent place in the pub, alongside its established dining offer. We've already made improvements at a number of our former Oakman pubs, but The Red Lion is the first full refurbishment and the beginning of further investment across the estate."

The site will be led by General Manager Franco Di Ruberto, who brings experience across restaurant, bar and hotel operations, having started out in his family's Italian restaurant.

Franco comments: "This building has been looking after visitors and locals since 1730, and the refurbishment is about writing its next chapter. We've created more space to enjoy a drink as well as sit down for a meal, and we can't wait to open the doors, see familiar faces again and get to know more of our neighbours."

TVs in Hotels: Why the AVLA Licence Matters for Compliance

AVLA® Audiovisual Licensing Alliance

Television is an important amenity in hotels and other temporary accommodation establishments, and an integral part of the guest experience. But for hoteliers, providing TV to guests involves more than simply installing the equipment and connecting it to a television service.

Offering guests with access to television channels in public venues is different from watching television at home. There are additional legal requirements for communicating in public copyright content in a broadcast.

Hotels therefore need to ensure that they hold the appropriate licences to avoid copyright infringement and potential legal consequences. Having a TV Licence or a pay-TV subscription does not, in itself, provide all the necessary copyright permissions.

The AVLA Licence enables hotels, aparthotels, B&Bs, inns and other similar establishments to provide their guests with access to TV channels featuring audiovisual works from AVLA's repertoire. This comprises hundreds of thousands of films, series, documentaries, cartoons and other shows. Works from AVLA's catalogue are broadcast on a wide range of TV channels, including the main national free-to-air networks.

Obtaining an AVLA Licence is not only an important part of legal compliance; it also supports the audiovisual creative community. AVLA is a not-for-profit collective management organisation representing tens of thousands of audiovisual creators, including producers, authors, performers, directors and visual artists. The licence fees collected by AVLA are distributed to the rightsholders it represents, helping to support the continued production of content and the UK's vibrant creative sector.

For hotels, having the appropriate permissions in place is therefore about more than compliance. It demonstrates respect for creative work and a commitment to fair business practices, while helping to support the creators whose work contributes to the guest experience.

To learn more about AVLA visit **www.avla.uk**

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Our licence is legally required if your property provides guests with access to TV channels featuring films, series, documentaries, shows and other works from AVLA's repertoire.

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Live-Fire Pays Dividends

By Lester Manley, founder and Managing Director of Trailblazer BBQ, a UK-based authority on commercial charcoal and live-fire cooking (www.trailblazerbbq.com)



The oldest way to cook is the newest way to win!

In a competitive hospitality market, great food alone isn't always enough. Customers want memorable experiences, authenticity and a reason to choose one venue over another.

Live-fire cooking offers all three.

Guests are choosing where to eat based on how the food is cooked, not just what the food is. Lester Manley, founder of Trailblazer BBQ Ltd, explains why live-fire cooking over charcoal, the oldest cooking method there is, is moving from "niche to necessity", and why it costs far less to get started than most operators assume.

A TERM WORTH OWNING

A recent trends report named live-fire among the key trends shaping British dining, and US consumer research found "live-fire" on a menu carried the highest purchase intent of any dish description tested.

Simply put, live fire means cooking with the heat, flame and smoke of burning fuel rather than a gas burner or electric element. Here lies the paradox: it is our most ancient cooking method, and right now the most modern trend in hospitality. In an age of induction hobs and water baths, guests crave something primal, honest and real. For pubs, hotels, restaurants and outside caterers competing for the same guests, that ancient appeal is a thoroughly modern point of difference.

WHY CHARCOAL IS THE FUEL THAT MATTERS

Wood gets the headlines, but charcoal does the work. Good lump-wood charcoal burns hotter, cleaner and more consistently than raw logs, which is why professional kitchens rely on it.

- *Intense, dry heat. Fierce radiant heat sears quickly and builds a proper crust and caramelised flavour that gas simply cannot match.*
- *Flavour you can't fake. As fats and juices drip onto the embers they vaporise and rise back into the food, creating the smoky depth guests remember and come back for.*
- *Control. With the right equipment and a chef who can manage heat zones, charcoal is remarkably predictable, holding steady temperatures for hours.*
- *Theatre. Glowing embers and the sound of the sear sell dishes before they reach the table.*
- *Provenance. Sustainably sourced charcoal gives a responsible story today's guests increasingly want to hear.*

ONE FIRE, THREE MENU OPPORTUNITIES

Charcoal's real strength is its versatility, covering three distinct styles of cooking.

Grilling is the fast, high-heat end: steaks, chops, fish, flatbreads and vegetables, cooked to order in minutes. It suits busy service and turns everyday ingredients into signature dishes.

Smoking adds aromatic wood to the charcoal bed, layering flavour into proteins and even cheese and bringing a premium note to familiar dishes.

Low and slow is the patient art of cooking cheaper cuts such as brisket, pork shoulder and short rib at gentle temperatures for hours until they melt. This is where the economics get interesting: lower-cost cuts become high-value dishes, with much of the work done before service starts.

THE CHALLENGE: PERCEPTION, NOT PRICE

Most operators we speak to assume charcoal is expensive, hard to use and dirty. They picture a five-figure oven, a kitchen rebuild and a specialist chef, and that perception stops too many good kitchens from even trying.

The genuine questions are practical: ventilation must be right, staff need to learn fire management, and fuel must be stored and handled safely.

None of these is a barrier when the equipment is designed for the job. Purpose-built charcoal units, engineered around commercial extraction and safety from the start, remove most of the guesswork. Compact tabletop grills start from a few hundred pounds, and outdoor units can bring live fire to a beer garden or terrace without touching the main kitchen.

In more than 13 years designing and manufacturing commercial charcoal equipment, Trailblazer has learned that the key is matching equipment and menu to what the venue actually requires, rather than investing in capacity or complexity it doesn't need.

THE OPPORTUNITY: A GAME CHANGER

Put "cooked over charcoal" or "char-grilled" next to a dish and its perceived value rises. Guests will pay more for a flame-grilled steak, a smoked platter or twelve-hour brisket than for the same ingredients cooked any other way.



For a pub, it can be the reason to choose you over the place down the road. For a hotel, it creates destination dining, terrace events or a wedding feature. For a restaurant, it can define the whole menu. Start small with one or two charcoal dishes, prove the demand, then build on it. Define the whole identity of the menu.

UNDER-UTILISED OUTDOOR SPACE? PUT IT TO WORK

If you have a beer garden, courtyard, terrace or car park corner sitting half-empty, live fire is one of the quickest ways to turn it into income. An outdoor charcoal unit needs no kitchen refit or extraction, and the sight and smell of the fire pulls guests in from the street. Weekend grill menus, summer smokehouse nights, private parties and wedding receptions all become possible from the same set-up.

It also takes pressure off a busy kitchen: rather than extending the existing cooking line, you can run a separate outdoor offer built around your space and demand. Space you already pay for starts paying you back!

LIGHT THE FIRE

Live fire is a modern trend built on an ancient practice, which is exactly why it will last: it is cooking guests can see, smell and taste. The operators who put charcoal on their menus now will be the ones others are measured against. The question is no longer whether live fire belongs in your kitchen, but how soon you light it. It gives a whole new, positive meaning to the saying- "out of the frying pan, into the fire!"

Amber Taverns Pushes Ahead with Two Pub Openings

Amber Taverns is pursuing growth on more than one front as it closes in on its 200th pub, with a brand-new build in Thornaby and a landmark first for the business in Bromley.

In Thornaby, the operator has invested £1.4 million converting two former retail units at The Pavilion Shopping Centre into The Aviator, a newly created pub that turns vacant high street space into a destination for the community.

Meanwhile, a six-figure refurbishment of the former Fuller's Barrel & Horn in Bromley will shortly see the site reopen as The Saving Grace. The opening marks a significant step for the company, becoming Amber's first pub inside the M25.

The Aviator, which opened on Monday 9 November, has created 14 new jobs and brings a substantial new leisure offering to Thornaby. The Aviator is operated by Daniel Scott, who was born and raised in Thornaby and brings 23 years' hospitality experience to the role. He leads a team of 14 newly recruited employees.

Meanwhile, The Saving Grace on Bromley High Street is preparing to welcome customers in mid-November following a six-figure transformation of the former Fuller's Barrel & Horn.



The refurbishment includes reconfigured trading areas, a new bar, upgraded audio-visual facilities and improvements to the operator's accommodation. The Saving Grace will be operated by Aleks Busarova, an experienced hospitality operator who will oversee the launch and development of the venue.

Richard Lewis, CEO of Amber Taverns, said, "We've never believed there's only one way to create a great pub. Sometimes it's about taking an established local and giving it a new lease of life. Other times, as we've shown in Thornaby, it's about seeing the potential in a property that wasn't a pub at all. Both openings are exciting for different reasons. The Aviator shows just what can be achieved with the right investment and imagination, while The Saving Grace takes us inside the M25 for the first time, opening up opportunities in a market we've been keen to enter.

"As we approach our 200th pub, there's a real sense of momentum across the business. We're ambitious, but we're not interested in growth for growth's sake. It's about finding places where we can create something special, backing great operators and giving people a fantastic local that combines a great atmosphere, quality facilities and genuinely affordable drinks."

Sunfly Karaoke

Sunfly is undoubtedly the best-known name in Karaoke, having been formed in 1991. However, technology has come a long way since the 90s.

Sunfly now have over 20000 HD Karaoke videos designed specifically for large screens. All songs have been digitally remastered for consistent audio quality. There are specially curated playlists and international content on all systems.

Sunfly now have a large range of online and offline systems. The most popular in the pub and restaurant market is the Sunfly Showcase Touchscreen System which features an intuitive interface and robust touchscreen designed for frequent use. Available for sale and on lease for just £100 + VAT per month for two years (then £25 per month).

We also have tablet-based systems such as the EVOBOX Club which is available for only £60 + VAT subscription per month, minimum one year.

In addition, we have partnered with SingPods who have a fantastic range of professional systems as well as their famous self-contained pods.

If you have an under-performing function room, you may be surprised to hear how easy and affordable it is to convert part or all of the room to a Private Karaoke room.

Customers can then book online and enjoy 2 or 3 hour timed sessions; bookings are managed with intuitive room management software. Contact us for a free consultancy or for a full build quote. ROI possible within 3 months.

All systems are fully licensed and legal, sales are reported to PRS every quarter. We also provide great 24/7 IT support.

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See the advert on page 2 for details.



From Rosé Season to Roast Season: Updating Your Wine List for Autumn and Winter



Ben Cotts, Key Account Manager at Lanchester Wines, explains how venues can transition their wine offer for the colder months and help customers discover the rich, warming styles that come into their own throughout autumn, Christmas and New Year.

Every season brings its own drinking habits.

As soon as the evenings start drawing in and menus shift from seafood, salads and lighter dishes towards Sunday roasts, game and comfort food, customers begin looking for different styles of wine too. The crisp Sauvignon Blancs, Pinot Grigios and rosés that perform so well throughout the summer don't suddenly disappear, but this is the time of year when fuller-bodied reds, richer whites and wines with a little more warmth and generosity really start to shine.

For operators, it's the ideal opportunity to refresh the wine list, introduce some seasonal food pairings and give front-of-house teams the confidence to recommend something a little different.

Autumn and winter are arguably the easiest seasons for food and wine pairing. Richer dishes naturally lend themselves to richer wines and customers are often more open to recommendations when they're treating themselves.



Sunday lunches remain a staple for many pubs and restaurants and few combinations work better than roast beef and a glass of Rioja which brings layers of ripe plum, dark cherry and gentle spice that sit beautifully alongside roasted meats and rich gravies. For lamb, a generous Barossa Shiraz offers the kind of ripe dark fruit and warming spice that customers instinctively gravitate towards at this time of year.

Game dishes also come into their own during the colder months. Venison, pheasant and slow-cooked casseroles pair well with wines that have plenty of depth but remain approachable. Primitivo is a great example, delivering juicy blackberry and plum fruit, soft tannins and a warming finish that makes it a natural partner for hearty autumn dishes.



Cheeseboards can be one of the easiest opportunities to increase spend. A well-chosen red wine recommendation alongside a sharing board often feels like an affordable indulgence. Valpolicella Ripasso DOC Scuola Grande works particularly well, offering notes of cherry, tobacco and toasted hazelnut that complement mature cheeses beautifully.

Christmas Presents the Perfect Opportunity

The festive period is when customers are most willing to trade up. Whether they're celebrating with colleagues, hosting friends or enjoying a family meal, people are often looking for wines that feel more special than their usual choice.



Turkey is far more versatile than it's often given credit for. While many customers automatically think red wine, a quality Chardonnay can be equally successful, particularly a white Burgundy which combines fresh citrus and orchard fruit with subtle richness, making it a great match for turkey and all the trimmings.

For guests who prefer reds, stay in Burgundy for a Pinot Noir offering elegance rather than power, with bright red fruit, silky tannins and enough freshness to complement festive dishes without overwhelming them.

And of course, Christmas and New Year wouldn't be complete without fizz. While Prosecco remains hugely popular, customers looking to celebrate often welcome the chance to trade up. A simple swap of Prosecco for Prosecco Superiore brings additional complexity and finesse while still offering excellent value compared to Champagne.

Confidence Sells Wine

The biggest opportunity for many venues isn't adding more wines to the list. It's helping staff feel comfortable recommending the wines already there. Customers rarely ask for technical information about tannins or winemaking methods. What they really want to know is whether a wine will go well with their meal and whether it's worth spending a few pounds more.

In many cases, it's these conversations that transform a standard wine sale into a memorable part of the dining experience.

Wines to Consider This Autumn and Winter from the Lanchester Wines portfolio



Crowd-Pleasing Winter Reds

- *Water's Edge Shiraz*
- *Founder's Stone Shiraz*
- *The Brand Malbec*
- *Water's Edge Merlot*

Regional Classics

- *Ala Rossa Primitivo, Puglia*
- *Marcelino Rioja Reserva*
- *Valpolicella Ripasso DOC Scuola Grande*
- *Marco Gavio Chianti DOCG*

Premium Festive Choices

- *Unruly Barossa Shiraz*
- *Marco Gavio Chianti Classico Riserva DOCG*
- *Famille Moutard Bourgogne Pinot Noir*
- *Amarone DOCG della Valpolicella Scuola Grande*

As customers move from rosé season to roast season, the venues that perform best will be those that adapt their wine offer alongside their menus. Good food pairings, strong regional stories and confident recommendations can help turn an everyday bottle of wine into something memorable while delivering valuable additional revenue throughout the busiest trading period of the year.

Lanchester Wines

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Star Pubs Marks Major Milestone with Opening of 250th Just Add Talent Pub

Star Pubs marked a major milestone this weekend with the reopening of its 250th Just Add Talent (JAT) managed operator pub, The Pig on the Wall, Droylesden, well ahead of the company's end of year target.



The Pig on the Wall will be Star Pubs' 23rd Just Add Talent in the north west of the country.

A £212,000 investment was spent converting The Pig on the Wall into a JAT community pub with a food offer and live sports. Funds were spent on a top-to-toe internal redecoration with new furniture and TVs, the installation of a new commercial kitchen, upgraded accommodation and an external makeover including new signage and a revamped beer garden with Cruzcampo furniture.

Caren Geering Central Operations Director says: "The Pig on the Wall is ideally suited to becoming a JAT pub as it is located in the heart of the community and is the only pub within a 10-minute walk of it. The addition of TVs showing live sports and focus on food now ensure there's something for everyone. The new look, offer and much respected new operators with their local connections are a winning combination for the pub and residents.

"Our JAT pubs are community focussed, hosting events and raising funds for good causes. The low-cost and low-risk model with high levels of support and earnings potential ensures our JAT pubs are a popular choice for prospective operators. Our close involvement in the running of these pubs provides much valued insight which we share with our wider L&T estate alongside great deals that we've negotiated for our JAT pubs."

The new operator running the pub on behalf of Star Pubs is publican Sylvia Morris, who has over 40 years' experience in the pub industry, including running pubs in Droylesden for 17 years. She will be running the pub with her son, Matthew. Matthew started work as a bottle washer aged 16 and will be responsible for back-office functions.

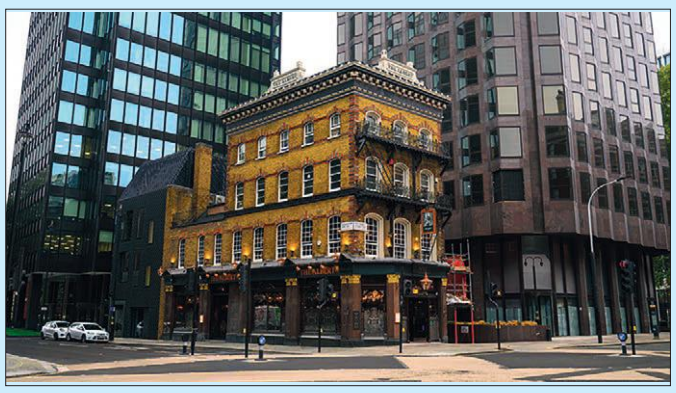
Sylvia says: "In the past I have been responsible for everything. The JAT model takes this pressure off, enabling me to put all my energy into building the business, service delivery and making customers happy. The joy of JAT is that there's a team behind you, there's always someone to speak to. It's well-structured and there are clear expectations of what is required of operators. It provides me with security, and the ability to enjoy the front-of-house, what I love doing most.

"After 40 years in the trade I didn't think I'd learn anything from the training – I was wrong. It was really beneficial as so much thought has gone into every aspect of running a JAT pub. My eyes were opened, in a nice way.

"I don't intend retiring any time soon, but this will be my last pub, and running a JAT pub in Droylesden will be a nice end to my career. Taking on The Pig on the Wall also brings me back to the town where I first started in the industry and where I have family still."

Historic London Pub Reopens After £1m Greene King Investment

Historic London pub, the Albert, located on Victoria St, has reopened following a £1m investment from Greene King.



The investment has transformed the exterior and interior of the Albert whilst retaining its historic Victorian charm, elevating the well-known pub into a flagship site within the pub and brewer's Greene King pubs portfolio.

Jodie Tate, Chief Operating Officer for Greene King, said: "The Albert has always been an important part of Greene King pubs and its location in the heart of Victoria makes it a go-to pub for those travelling in and out of Westminster.

"This £1m investment has enabled us to elevate this historically-significant site – which has stood proud on Victoria St since 1862 and retains its House of Commons Division Bell, which would call MPs back to the Palace of Westminster – into one of the jewels in our crown.

"We've retained the charm of the Albert, preserving a slice of Victoriana amongst the skyscrapers, whilst transforming it for the modern-day guest, whether they're visiting for drinks, dinner, business meetings or to enjoy live sport."

The investment brings a complete interior and exterior overhaul to the Albert, including a stunning external refurbishment, which takes the pub back to its roots with new signage, brickwork and detailing.

Inside, storytelling has been brought to life throughout the pub, with a re-designed space for the Albert's famous portrait gallery of past politicians and royal memorabilia. New seating has been added, the bar areas improved, alongside the kitchens, and accessibility throughout the pub has been redesigned to improve customer flow and an accessible toilet has been added.

The second floor of the Albert has been redesigned, moving it away from an event space and creating an extension of the downstairs pub area and more space for customers to meet, eat, drink and relax.

The Albert is a former gin palace and dates back to 1862. It was one of a select few non-Governmental buildings to house a telegraph-wired division bell, which signalled to MPs in the pub that they have exactly eight minutes to return to Westminster to cast their votes.

The pub also houses the Prime Minister's Gallery; a collection of portraits and photographs honouring past British leaders – many of whom were customers at the iconic pub.

Kinedo Set To Make A Statement At HIX

After its inaugural year exhibiting at the HIX show in 2025, bathroom brand, Kinedo, has committed to taking a space again in 2026 at the exhibition's new home at Excel in London.



With a range of products that are highly suited to the hotel sector, the company will be displaying a selection of walk-in showers, contemporary, cuttable shower trays and Kinewall statement wall panels, including the new Signature range.

For brave designers and hoteliers that are looking for bathroom with a difference, the new Kinedo Signature collection is a set of bold patterns that truly create a stand-out space. Imagine a Highland Cow in a Highland Hotel, a Peacock in a Manor House Hotel or a Lion in, well, any room that merits a bit of fun and adventure. These animal-inspired panels join the funky giraffe that debuted at HIX last year and extend a range of other show-stopping designs.

Kinedo's parent company is SFA Saniflo and the stand team will also be able to discuss how Saniflo's world-renowned pumps and macerators can work in conjunction with Kinedo products for installations in awkward spaces. Designed to facilitate the discharge of water waste from bathrooms where there is no existing pipe infrastructure or no gravity drainage, such as lofts and basements, Saniflo products are able to convert redundant space into revenue generating rooms.

The team is looking forward to welcoming customers old and new onto stand J65.

For further information please visit **www.kinedo.co.uk**

Wetherspoon to Open New Pub in London's West End in London Trocadero

Pub operator JD Wetherspoon is set to open its new pub in London's West End on Tuesday 17 November, creating 100 new jobs.



The pub, named Piccadilly Hall, will open on the site of the former Coyote Ugly bar in the London Trocadero on Shaftesbury Avenue, near Piccadilly Circus, following a £2.7 million development project.

The opening forms part of property owner, Criterion Capital's, wider plans to repurpose the Trocadero, bringing new uses to one of London's best-known entertainment buildings.

Piccadilly Circus gets its name from Piccadilly Hall, which once occupied part of the London Trocadero site, and the new pub's name recalls this history.

In the early 17th century, a tailor named Robert Baker bought a large tract of land in the area, where he built a substantial property known as Piccadilly Hall.

It will be managed by Hamid Da Silva, who was previously pub manager at The Barrel Vault (a Wetherspoon pub in St Pancras International Station, London).

Hamid said: "My team and I are looking forward to welcoming customers into Piccadilly Hall.

"We are confident that the pub will be a great addition to the area, offering great value food and drink for local people, workers, theatregoers and visitors from around the world."

The opening continues the Trocadero's longstanding association with London's hospitality industry. In 1896, J. Lyons & Co transformed the former Trocadero Music Hall into a restaurant, which became a popular destination for Londoners and visitors to the West End.

The pub opening marks the latest stage in Criterion Capital's ongoing redevelopment of the building, which is also home to its flagship Zedwell Piccadilly Circus hotel.

Criterion Capital Group CEO, Vaq Farooq, said: "Our food and beverage offering is expanding rapidly, and we are thrilled to be partnering with JD Wetherspoon.

"We are especially excited that Piccadilly Hall will be housed in the Trocadero, a building with a long history as a destination for dining and entertainment.

"Since bringing Zedwell to the Trocadero in 2020, we have continued to look for creative ways to make use of the space.

"Together, Zedwell's affordable accommodation and Wetherspoon's reasonably priced food and drink will offer visitors a more accessible way to experience central London."

Sodexo Volunteers Visit Ayrshire Charity To Share Expertise and Support Growth Of Community Café

A team of Sodexo volunteers visited River Garden Auchincruive, a charity supporting people recovering from drug and alcohol addiction, to provide valuable practical support to residents, staff and local volunteers.

The River Garden's approach focuses on engaging residents in meaningful work through horticulture, woodcraft workshops and its Bothy Café to support them in their recovery and provide opportunities for future employment.

Sodexo's team of volunteers included chefs and general services managers and together they worked with residents and volunteers working in the Bothy Café to review its practices such as labour and menu management, helping them to better manage costs to generate more income for the charity.

Two culinary masterclasses were held for residents in the café providing not only useful cooking techniques but also ways they can prepare healthy, nutritious meals on a budget; how they can make the most of store cupboard staples; reduce food waste and manage food costs. Practical skills to support independent living for the residents when they have completed the programme and reintegrate into society.

David Ward, member of Sodexo UK & Ireland's Senior Culinary Leadership Team said: "The visit to River Garden was inspiring. Seeing the grounds, the great community café and meeting the staff, volunteers and residents gave us a true understanding of the need for places like River Garden.

"Residents are learning how to grow produce and are using what they grow, alongside other local ingredients to create delicious dishes for visitors in the Bothy Café. It was great to be able to share our knowledge and experience and help review their practices in areas such as labour management, menu development and find ways to improve processes for the café so it runs more efficiently and ultimately makes more profit for River Garden.

"We were also able to share culinary skills and recipes the residents can take away with them. Our chefs are passionate about their craft, but just as importantly they love sharing their knowledge and helping others develop their skills and confidence in the kitchen. This two-day visit is only the start, our team will keep in touch with River Garden and organise follow-up visits to continue to support the charity, its residents and staff."



Sodexo has a strong presence in Scotland delivering food and facilities management services to clients ranging from independent schools, government agencies and energy companies. The Sodexo volunteers included: David Ward, Sandro Ventisei, Jordan Lowe, Glen Miller, Lisa Pitcairn, Yvonne Slattery, Billie Hyslop, Adam Batterham, Lucy Wheelton and Laura Wilison.

Hugh Hill, Depute CEO/Director of Services and Development, Simon Community Scotland added: "Partnering with the Sodexo has been a fantastic experience for the Bothy Café. Over the two days, their team worked closely with us to review our operations, identify our pinch points, and map out potential improvements to ensure every customer has a highly positive experience.

"Beyond the operational support, the amazing Laura Wilison led two fabulous demonstration sessions with our residents, sharing her skills through savoury and a sweet dish. We want to extend a huge thank you to all of the Sodexo team. You brought not just your outstanding expertise to River Garden, but a genuine love of food and incredibly big hearts."

As a purpose-led business Sodexo understands the positive impact supporting people and strengthening places has on local communities. The company prioritises community impact through a comprehensive volunteering policy where its employees receive three paid days to support local and national charities aligned to its commitment within its Social Impact Pledge 2030.

River Garden supports people recovering from drug and alcohol addiction through a holistic six-month residential programme based around purpose, professional therapeutic care and community. It works in partnership with Simon Community Scotland which supports people experiencing, or at risk of, homelessness across Scotland through accommodation, care, information, advice and other support services.

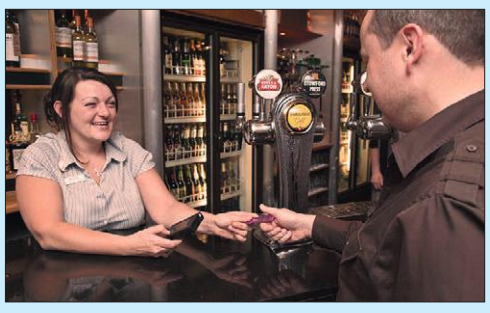
Deter Dine and Dash During the Festive Season

To prevent customers from making off without paying this festive season, hold their bank cards securely while they run a tab with CardsSafe.

The UK hospitality industry faces many challenges, even during the lucrative festive season. Hospitality business managers shouldn't worry about dine-and-dash, either. Too many dine-and-dash cases are reported, but a simple, affordable solution exists. CardsSafe is a deterrent for walkouts because cards are securely stored in lockable units behind the bar.

CardsSafe is a proven and genuine deterrent for walkouts and chargebacks. It helps staff upsell and increases trust between the venue and customers. This is why big brands and independent venues utilise the system, including Young's Pubs, Hilton Hotels, London Golf Club, Lord's Cricket Ground, and many independent restaurants and bars.

Trond Rornes, Director of CardsSafe Ltd., told us. "We've experienced a significant increase in enquiries relating to dine-and-dash. Most recently, a chain restaurant business with 50 venues took on our CardsSafe system because of far too many cases of customers making off without payment. We offer a solution to a national problem."



The wireless CardsSafe units can sit discreetly behind the bar and work alongside existing POS. In addition, the system does not capture data, so it never breaches GDPR. The tab-keeping system is straightforward to use, so it requires minimal training and helps venues and customers keep tabs securely.

For more information, see the advert on page 9, visit **www.cardssafe.com** or call **0845 500 1040.**

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The 9ft Pre-Lit Ironwood Garland With Dual Colour LEDs

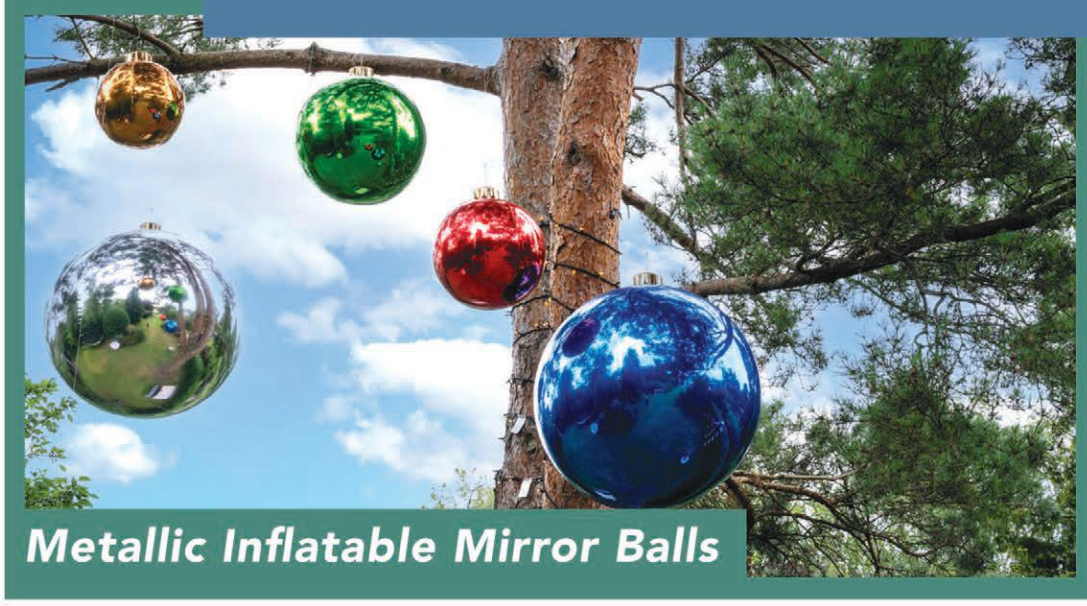
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Reliable hot water is essential across the catering and leisure sector, supporting everything from food preparation and kitchen hygiene to customer washrooms and cleaning operations. At the same time, operators are under growing pressure to reduce energy consumption and carbon emissions. Adveco's award-winning PPR0008 packaged hot water system has been developed to address both challenges.



Originally designed for UK restaurant developments and refurbishments, the PPR0008 is a compact, offsite-constructed low-carbon hot water system now combining an ADVS-W air source heat pump (ASHP), ARDENT electric boiler, twin hot water cylinders, and intelligent controls within a weatherproof GRP enclosure. Delivered as a complete package, the system can be installed externally or on rooftops, preserving valuable internal space.

For drive-through restaurants, where every square metre of kitchen and dining space directly impacts operational efficiency and revenue potential, the PPR0008 offers a significant advantage. By moving the plant room outside the building, operators can maximise customer-facing and back-of-house areas while benefiting from a highly efficient hot water system. The ADVS-W heat pump provides renewable pre-heating for up to 70% of hot water demand, helping reduce energy costs and carbon emissions without compromising performance.

Public houses and hospitality venues also benefit from the system's flexible, resilient design. Hot water demand can fluctuate dramatically throughout the day, from kitchen service and glass washing to washroom facilities. With 420 litres of stored hot water, rapid recovery and multiple layers of backup protection, the PPR0008 ensures dependable operation during peak trading periods.

Factory-built, pre-plumbed and pre-wired, the system reduces onsite installation time and complexity, enabling quicker project delivery with minimal disruption. Integrated controls provide automated monitoring, fault alerts, backup heating activation and legionella protection.

For restaurants, pubs and leisure venues seeking to decarbonise operations while maintaining reliable service, the PPR0008 delivers a compact, efficient and future-ready hot water system.

https://adveco.co/

See the advert on page 11 for further information.

Sharpening Innovation from Sweden

In a professional kitchen, sharpness isn't a luxury — it's a necessity. From the first prep of the day to the final plating at night, chefs count on their knives to deliver precision. That's where the Tormek T-2 Pro Kitchen Knife Sharpener comes in — a sharpening solution trusted by culinary professionals around the world.



Backed by over 50 years of sharpening expertise, and developed for the intensity of the commercial kitchen, the Tormek T-2 Pro Kitchen Knife Sharpener gives chefs full control over their edge. The machine is gentle on knives — it sharpens, not shortens. Thanks to the slow-rotating diamond grinding wheel and high-precision guide, it only removes minimal steel, preserving the life of your knives while delivering exceptional sharpness.

What sets the Tormek T-2 Pro Kitchen Knife Sharpener apart is its blend of simplicity and professional-grade results. No guesswork. No overheating. Just consistent, razor-sharp edges — time after time. With its low-noise operation and compact design, it integrates seamlessly into even the busiest culinary spaces — and is also suitable for sharpening other blades commonly used in food preparation.

The Tormek T-2 Pro Kitchen Knife Sharpener is designed to handle a wide range of kitchen knives — from large chef's knives to small paring blades — and can also be used to sharpen other common kitchen blades, including mandoline blades and S-blades.

No matter the task, a properly sharpened knife is essential for efficiency and control. The Tormek T-2 doesn't just sharpen knives — it elevates the entire kitchen workflow.

See the advert on page 13 or **tormek.com | Phone: +46 581-147 90 | Email: info@tormek.se**

Fry Food Faster with OilChef

OiLChef has been named the Restaurant Solution of the Year Award winner at the 2026 Restaurant & Takeaway Innovation Expo, held at ExCeL London, marking a significant international recognition for the company's innovative restaurant frying technology.



OiLChef is a true industry disruptor, shaking up the oil and fat industry to the benefit of the food service industry, food processing and food manufacturing industry and their clients!

The award winning OiLChef device is simply self-installed inside your fryer and only takes 3 seconds to insert and only needs replacing every 3 years. This device can increase the life of your oils and fats by as much as three-fold. The technology works at a molecular level to keep the cooking fluid thinner, allowing more efficient heat transfer and acts as a preservative, slowing down the ageing process.

This enables operators to fry food faster at a lower temperature and save money on energy.

Many pubs, hotels, fat food chains and takeaways enjoy these significant savings across the UK and as the one of the most famous golf clubs in the world say "seeing is believing – and we are believing!"

Your customers will enjoy a better flavor profile as the food quality is enhanced because the product remains lighter in colour, crispier, less oily and this increases the hold time of all foods.

Virtually maintenance free, with no breakable parts, OiLChef is a must have for your deep-frying operation.

With a money back guarantee and 3-year warranty, contact OiLChef today and try for yourself and take advantage of free telephone support, and a variety of payment options to suit all budgets.

Visit **www.oilchef.com** or see the advert on the front page for details.

SCAN ME

Robert's Dorset - Reliable Stock, Fast Delivery, Great-Tasting Products

Have you struggled for stock over the past 6-9 months, whether it's for a warming machine, pots for you shelves or jars for self-serve, so many companies can't supply you because they have little or no stock as they don't make anything,

At Robert's Dorset we make our crackling 6 days a week, in multiple flavours.

Why are we different, the best way is to read our reviews on Amazon, TIKTOK, our Website or to pop into any of the 600+ stores, farm shops, petrol stations we supply and ask them. Every flavour is allergen free, yes that includes gluten free and we are 100% Keto but we also produce a high-quality peanut in10 flavours.

ROBERT'S Dorset

The Perfect Snack

HANDMADE IN BRITAIN

Due to current demand you are looking at 7 days from orders placed. If you need stock don't delay, it's simple, email or call, we will get back to you the same day, with a price list and account form.

Contact us via phone **01202 875280** email: **trade@robertsdorset.com** or go to our retail website: **www.robertsdorset.com/trade-enquiries/** and complete trade application form.

See the advert on page 5 for further information.

CLEAN Do The Workwear, So You Can Do The Work

CLEAN Linen & Workwear are one of the UK's most trusted laundry companies. They supply tailored workwear solutions provided by real people. Their comprehensive laundry network means they can service customers throughout England and Wales, providing chefswear, workwear and linen rental services. Whether you operate from a single-site hotel, pub or restaurant or have multiple locations, CLEAN can tailor a workwear rental solution to suit your business requirements. They offer various uniform options to support the entire kitchen brigade, from Executive Chefs to Kitchen Porters.

With their workwear rental service, you can say goodbye to the hassle of purchasing, storing, and maintaining chef and kitchen uniforms. Instead, enjoy the convenience of a hassle-free rental system that provides freshly laundered garments whenever your team need them. By renting with CLEAN, you can avoid upfront purchase costs, spread the payments over your contract, and ensure quality and care with every wash. Delivery is free, and there are no



hidden charges; contracts even include repairs. Each item of clothing can be branded and tailored to the wearer with logos and embroidery. Their managed service prevents issues compiling when supplying your team with work clothes; a convenient locker valet service helps distribute and store uniforms, and they tackle minor repairs early to extend the service life of a uniform. Ultimately, this avoids costly replacements wherever possible as it reduces uniform losses, and uniforms only need replacing when a repair is not safe or cost-effective.

With CLEAN's workwear rental and laundry service, business owners can focus on what matters most — running their business — while CLEAN takes care of the rest.

To find out more: **www.cleanservices.co.uk** or see the advert on page 3.

Hospitality Technology

North East Company Is Leading The Way In Providing Service Robots

A PIONEERING North East company is leading the way in providing a variety of industries with a solution to save money and use staff time more efficiently – thanks to its fleet of robots.

Spark Robotics, based at The Catalyst, Newcastle is becoming the UK's go-to company to supply robots in industries where a solution is needed for repetitive tasks, staffing pressures and labour pressures.

Delivering room service to hotel guests and carrying out cleaning activities in locations ranging from care homes to shopping centres are just some of the diverse tasks that the robots are being purchased to carry out.

They are also being used by amusement arcades, garden centres, casinos and in warehousing and logistics locations, helping organisations which either don't have the staff to carry out these vital tasks or need to free up employees to do other tasks.

SPARK Robotics grew out of parent company, New APEX Ltd, which sold – and continues to sell – electronic point of sale equipment to hospitality and leisure.

Founder Eric Guo recognised the gaps that a variety of industries needed to fill – and realised that bots programmed to carry out those specific tasks could help ease the pressure.

"The aim is not to put people out of a job," he said.



"But to empower them through technology.

"They are a perfect solution at sites like hotels, hospitality venues, logistics sites, shopping centres and large buildings where they manage repetitive work, have staff pressure, consistency requirements and high-volume routines.

"SPARK Robotics helps organisations identify where robots can support those tasks in real working environments."

The company is growing at a fast rate, so much so it will be moving to new premises this autumn.

One of the additional attractions for many organisations is the fact that the robots become a huge talking point – particularly at hospitality sites – and also have the option to be branded or "dressed" so have added value as a marketing tool.

"The robots have so many practical applications," said Eric.

"In hospitality, robotics can support service teams with room delivery or repetitive item movement, while in cleaning, robotics can support teams responsible for large or high-footfall areas.

"The same applies in logistics and large-site operations, where robotics can support repeated movement, cleaning or operational routines.

"We are proud of the rate of growth of the company and the fact that we continue to be able to offer so many solutions across a wide range of industries."

For further information visit **www.spark-robotics.com**

Efficiency at the Heart of Hospitality: Why 3R EPOS is the Operator's Choice

In an industry where margins are under constant pressure and guest expectations are higher than ever, the right operational foundation isn't just a luxury - it's a lifeline. For modern hospitality operators, the goal is simple: reduce administrative friction to focus entirely on the guest experience.

Built on over 60 years of combined industry experience, 3R EPOS offers a bespoke approach to point-of-sale and payment processing. Powered by CES Touch, a market-leading software designed specifically for the daily realities of the hospitality floor. 3R EPOS provides systems that arrive ready to go, pre-configured to minimise setup time and allow businesses to hit the ground running from day one.

Beyond processing transactions, CES Touch provides a comprehensive management suite. Real-time stock control and detailed financial reporting allow managers to move away from guesswork, offering the clarity needed to identify high-margin items and minimise waste. Integrated loyalty features and modules for tableside ordering further empower businesses to cultivate a database of regulars while driving operational efficiency.



In today's economic climate, transaction costs are a critical consideration. By offering competitive merchant rates and a variety of hardware - from fixed terminals to portable units for tableside service - the focus remains on speed and security.

What truly sets 3R EPOS apart is their commitment to partnership. With UK-based support, free on-site installation, and a rapid hardware replacement guarantee, they ensure that the "open" sign stays in the window. In a trade where downtime equals lost revenue, having a reliable, human-centric support network paired with the robust capabilities of CES Touch is the ultimate competitive advantage for any venue, from boutique hotels to bustling restaurants.

To discover a solution tailored to your venue, visit www.3repos.com or call 01992 574 650.

See the advert on page 7 for further information.

Stop Charging Phones Behind The Bar And Start Getting Paid

ChargedUp, the UK's largest phone-charging network, turns one of hospitality's most familiar headaches into an easy new source of income.

"Can you charge my phone?" It's a question every bar team hears, usually at the busiest point of a shift. The phone goes behind the bar, someone digs out a cable, and suddenly your staff are responsible for a customer's £1,000 device and for reuniting them with it at closing time.



ChargedUp puts an end to that. A compact, self-service station sits on your bar or counter, and customers rent a fully charged power bank in under ten seconds with a contactless tap. They carry on eating, drinking and chatting with their phone charging in their hand, then pop the power bank back when they're done.

For operators, the commercial case is simple. It costs nothing. Literally nothing. No charge for hardware, installation, maintenance, liability or support. All ChargedUp needs is a little counter space and a plug socket. Venues then earn a 20% net revenue share on every rental, paid automatically, with top-performing sites making more than £1,000 a year* for next to no effort.

There's no staff hassle either. Stations are 4G-connected and monitored remotely with 99% network uptime, and the ChargedUp team handles everything from installation to upkeep.

It's the safer option, too. No more valuables piled up behind the bar, no trailing cables and no disputes over a missing or cracked phone. And customers leave with enough battery to book a taxi, find their way home or let someone know they're on their way. A genuine duty-of-care win, especially late at night.

With nine years in operation and more than 3,400 sites across the UK – including Greene King, Star Pubs, Marston's and Westfield – ChargedUp runs the country's largest phone-charging network.

Visit **www.chargedup.green** for more information.

**Based on top-performing ChargedUp sites, 2025/26. Earnings are not guaranteed and vary with footfall, usage and agreed revenue share.*

ChargedUp



Beyond the Pint: Why Coffee Deserves a Place on Every Pub's Autumn and Winter Menu



As the nights draw in and temperatures drop, the humble hot drink is becoming one of the most valuable lines on the licensed on-trade menu.

As summer gives way to autumn and winter, the beer garden empties and the demand for something warm takes over. For pubs, that shift is a chance to win new customers and build a revenue stream that does not rely on the bar's busiest hours. Coffee sits at the heart of it.

A CHANGING CUSTOMER, A CHANGING DAY

The traditional picture of the pub customer is out of date. Today's guests include remote and hybrid workers looking for a change of scenery, parents on the school run, older customers seeking a social morning out, and younger consumers who are drinking less alcohol but still want somewhere to meet. Many of them see the pub as a community hub rather than just an evening destination.

Trends are moving in the same direction. Consumers have become more discerning about what is in their cup, from flat whites and oat-milk lattes to cold brew and seasonal specials. The coffee shop has taught the nation to expect quality, and pubs that meet that expectation can capture trade that would otherwise go elsewhere.

THE OPPORTUNITY IS ALREADY WAITING

Recent consumer research puts a number on it. Nearly half of UK coffee drinkers (48%) say they would choose their local pub over a major coffee chain for their morning brew if the pub simply opened earlier. The demand is there, and for many venues the main barrier is the opening time on the door.

Pubs also have a natural advantage over the high street chains. Unlike standard coffee shops, where space is tightly constrained, pubs offer spacious, comfortable seating, large tables and often extensive beer gardens or outdoor spaces. That suits informal meetings, laptop sessions, family catch-ups and dog-friendly visits. With patio heaters and blankets, outdoor areas can keep earning well into the colder months.

WHY COFFEE MAKES COMMERCIAL SENSE

Hot drinks are one of the most attractive categories in the on-trade for several reasons:

- ***Strong margins.*** *The cost of the ingredients in a cup is low compared with the price customers are prepared to pay, which makes coffee one of the better profit earners on the menu.*
- ***Quiet-period trade.*** *Mornings and mid-afternoons are traditionally slow, and coffee fills these gaps without extra stock-holding.*
- ***Food and add-on sales.*** *A coffee customer is a prime prospect for breakfast, pastries, cakes and lunch, lifting average spend per head.*
- ***Seasonal upsells.*** *Spiced lattes, hot chocolates, speciality coffees and festive serves give pubs a reason to promote and a reason for guests to return.*
- ***Loyalty and footfall.*** *The customer who visits for a morning coffee is more likely to return for lunch, a Sunday roast or an evening drink.*

QUALITY IS NOT OPTIONAL

> *"Treat coffee with the same pride as a perfectly kept pint."*

None of this works if the coffee is poor. A mediocre cup does more harm than not serving coffee at all, because customers rarely give a second chance. Quality is what turns a pub into a destination for coffee rather than a convenient stop.

Today's consumers are increasingly savvy about provenance. They view ethical certifications and specialty blends as indicators of quality, and they are willing to pay a premium for them. Pubs that choose a reputable roaster, can tell the story behind the beans, and display credentials can justify higher prices



and stand out from the grab-and-go competition. Investing in a proper commercial machine, a quality grinder and good milk is part of the same equation.

THE TRAINING GAP

Here lies the industry's biggest challenge. Pub staff are often traditionally trained to focus on beer and spirit volumes, meaning coffee can sometimes be treated as an afterthought. Cellar management, line cleaning and perfect pints get the attention, while the coffee machine can often be left to whoever happens to be nearby.

The fix is practical and affordable. Barista training, whether through the venue's roaster, a specialist trainer or in-house coaching, covers dosing, extraction, milk texturing and machine maintenance. Consistency matters, as customers expect the same quality at 8am on a Monday as at 3pm on a Sunday. Well-trained staff also learn to upsell confidently, suggesting a syrup, an extra shot or a slice of cake alongside the order. Treating coffee with the same pride as a well-kept pint is what separates the pubs that earn from it and the ones that merely offer it.

THE BOTTOM LINE

As the colder months arrive, pubs have a clear opportunity: open a little earlier, serve a coffee worth paying for, and back it up with trained, confident staff. With demand evidently there and the space already in place, the humble cup could prove one of the most profitable additions to the autumn and winter trade.

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01409 231166

Elevate Every Cup with Espresso Dark Beans

JDE Peet's UK & Ireland has launched new Douwe Egberts Espresso Dark beans to help operators capitalise on the rapidly growing bean-to-cup market while addressing key consumer preferences around quality perception.

Available in a 1kg bag format, the blend consists of Arabica beans with a touch of high-quality Robusta. Designed for maximum versatility, it allows operators to consistently serve a range of coffees, from full-bodied espressos to velvety cappuccinos, from a trusted brand.

Industry data reveals that beans are set to become the largest coffee format in the out-of-home market by 2029, accounting for one-third of all cups served . This market shift is backed up by new consumer research from JDE Peet's UK & Ireland, which highlights a strong consumer appetite for high-quality coffee beans in out-of-home settings:

- *90% of those surveyed say they can distinguish between a standard/poor coffee and a good quality coffee. Furthermore, 55% say that they consider a venue that serves freshly ground bean coffee to have better overall quality standards.*
- *Over two-thirds of consumers are willing to pay an additional premium to get freshly ground bean coffee over instant coffee, which is overwhelmingly driven by quality and taste .*
- *Critically, the research reveals that displaying a trusted brand is a powerful commercial lever for operators, as showing consumers the origin and brand of the coffee bean increases overall venue trust for 65% of consumers.*



DOUWE EGBERTS

ELEVATE EVERY CUP WITH ESPRESSO DARK BEANS

68% of UK consumers say they would trade up to freshly ground bean coffee*

BOOST YOUR COFFEE PROFIT TODAY



NEW

*Versus instant coffee. Mortar Research (n=2,000), July 2026, commissioned by JDE Peet's UK & Ireland.

Bar and Cellar Equipment

Cellartech Solutions: Keeping the Hospitality Industry Running

From traditional pubs to Premier League stadiums, Cellartech Solutions continues to develop its specialist technical services, combining more than 15 years of industry experience with modern drinks dispense technology, refrigeration and engineering support.

Behind every successful hospitality venue is equipment that customers rarely see but operators depend upon every day. From the perfect pint to reliable cellar cooling and comfortable surroundings, technical systems are essential to maintaining quality, efficiency and customer satisfaction.

For more than 15 years, Cellartech Solutions has built its reputation providing specialist installation, maintenance and technical support to pubs, breweries, restaurants, hotels, sporting venues and hospitality operators throughout England.

With an experienced engineering team and a practical understanding of the hospitality industry, the company offers a comprehensive range of services, including drinks dispense, cellar cooling, refrigeration, air conditioning, equipment refurbishment and premium filtered water systems.

IMPROVING EFFICIENCY THROUGH MULTI-DISPENSE TECHNOLOGY

One area experiencing significant development is multi-dispense technology, particularly within high-volume hospitality environments.

Cellartech has been involved in the installation of advanced multi-dispense systems at major sporting venues, including Premier League football stadiums, where serving large numbers of customers quickly and efficiently is essential.

Working with specialist equipment manufacturers, including Qualflow, Cellartech installs systems designed to improve drink-serving speeds, increase bar throughput and reduce pressure on staff during busy trading periods.

Rob Grant, Director of Cellartech Solutions, explains:

"The hospitality industry is constantly looking for ways to improve efficiency, particularly when staffing costs are increasing. Multi-dispense technology is a great example of how the right equipment can make a real difference.



At large sporting venues, where thousands of supporters want to be served within a short period, improving throughput is incredibly important. We're proud to be involved in bringing this technology into demanding hospitality environments."

COMPLETE TECHNICAL SUPPORT FOR HOSPITALITY

Although drinks dispense remains a core part of the business, Cellartech's services extend considerably further.

The company's cellar cooling division provides new installations, system replacements, fault diagnosis, repairs and preventative maintenance, helping operators maintain suitable storage temperatures and minimise expensive breakdowns.

Cellartech Solutions also operates a specialist refurbishment programme for cooling equipment. Refurbishing and testing suitable equipment can extend its working life while providing customers with a cost-effective alternative to replacement.

More recently, the company introduced Cellartech Water, its fully managed still and sparkling filtered water service, combining premium dispense equipment with installation, filtration, sanitisation and ongoing technical support.

Building upon its established refrigeration experience, Cellartech is also expanding its air conditioning services, offering installation and maintenance solutions for hospitality and commercial environments.

The business additionally supplies mobile event bars for festivals, sporting occasions and temporary hospitality operations, supporting customers beyond their permanent premises.

BUILDING LONG-TERM RELATIONSHIPS

For Cellartech, continued growth is centred on understanding customers' operational requirements and delivering dependable technical support.

Rob adds:

"We've always believed that customers need more than somebody who simply installs equipment. They need a technical partner who understands their business, responds when problems arise and helps them make sensible decisions about their systems.

Whether we're installing drinks dispense equipment at a major stadium, replacing a cellar cooling system or supporting an independent pub, our approach is the same. We want to provide reliable equipment, quality workmanship and a service customers can depend on."

As hospitality continues to evolve, Cellartech Solutions remains committed to investing in its engineers, developing new services and embracing technologies that help customers improve efficiency, maintain quality and reduce operational disruption.

For further information about Cellartech Solutions and its services, visit **www.cellartechsolutions.com**, call **01572 729364** or email **office@cellartechsolutions.com**.

Adams - The Bottled Gas Specialist

Adams Gas are specialist bottled gas distributors and suppliers based in Kent. We have been distributing bottled gas throughout the UK via our large stockist network, for over 25 years.

We offer a local delivery service for bottled gas in Kent, East Sussex and South London.

Adams Gas can offer a cost-effective beer and cellar gas solutions for all small, medium and large businesses looking for a better bottled beer, pub and cellar gas services.

With our own cylinders filled at our own filling depot, you can count on us as gas suppliers to offer the right service, at the right price, when you need it. We can also offer this product on a re-seller basis to breweries, beer wholesalers and shipping companies throughout the UK.

We also Supply:

- *Food Grade Co2 gas cylinders for Coca-Cola Frozen, Fanta Frozen, Tango Ice Blast, and Slushy Jack's frozen drinks machines*
- *CO2 for Glass Frosting. Food grade liquid Co2 for instantly cooling glasses Simply attach your machine to our cylinder for fast effective delivery of food grade Co2 strait into your glass!*

Adams Gas have been proud bottled gas suppliers to the UK for over two decades. We endeavour to provide our customers with premium quality gas to best suit their requirements.

You can discuss your queries with us by phone on **01843 220 596** or free phone **0800 195 4445**. Alternatively, you can send an email to sales@adamsgas.co.uk or simply fill out and submit our online contact form and a member of our team will be in touch as soon as possible. We look forward to hearing from you.



Beer Quality: Protecting Your Profits, Pint by Pint

In a busy pub, every pint matters. Customers expect their favourite beer to be served perfectly, every time. But for operators, maintaining consistently high beer quality isn't just about keeping customers happy. It's about protecting profits, reducing waste and making sure every keg delivers its full potential, entirely.

Beer is hugely valuable, and poor cellar conditions, ineffective cleaning routines together with badly maintained dispense equipment can quickly eat into margins. Excessive fobbing, inconsistent temperatures and beer lost through poor line management all add up. Individually, these losses might seem small, but over weeks and months they can have a significant impact on the bottom line.

The good news is that many of these losses are avoidable.

Getting beer quality right starts long before the pint reaches the customer. From the moment a keg enters the pub to the moment beer is poured at the bar, every stage of the process matters.

A well-maintained cellar, with correctly managed temperatures and clean, efficient dispense systems all contribute to better beer quality and that perfect pint. They also help operators minimise unnecessary waste, improve yields and get more saleable pints from every keg.

At Avani Solutions, we understand the pressures facing today's licensed trade. With rising operating costs and customers expecting value for money, there has never been a better time to look closely at what's happening between the cellar and the glass.

Our focus is simple: helping operators maintain excellent beer quality while protecting the profitability of every pint served. We've saved our customers over 8m pints to date!

Great beer isn't just about how it tastes. It's about consistency, customer confidence and running a more efficient, sustainable business.

Every great pint served is another reason for customers to return.

At Avani Solutions, we're here to help you make every pint count.

Call us today on **01638 563237** or email us **info@avanisolutions.co.uk**

CELLARTECH SOLUTIONS

PRESERVING THE QUALITY OF YOUR CELLAR

HOSPITALITY TECHNICAL SERVICES

KEEPING YOUR DRINKS FLOWING. YOUR VENUE COOL. YOUR BUSINESS RUNNING.

Complete technical support for the hospitality industry.

From drinks dispense and cellar cooling to premium water systems, air conditioning, multi-dispense technology and specialist equipment refurbishment, we help keep your venue running.



DRINKS DISPENSE

INSTALLATION | SERVICE
MAINTENANCE

- ✓ Draught beer and cask ale systems
- ✓ Bar installations and fonts
- ✓ Remote coolers and python systems
- ✓ Line cleaning and hygiene
- ✓ Repairs, servicing and call-outs



CELLAR COOLING

DESIGN | INSTALLATION
SERVICE | REPAIRS

- ✓ Specialist cellar refrigeration
- ✓ Correct storage temperatures
- ✓ New installations and upgrades
- ✓ Fault diagnosis and repairs
- ✓ Energy-efficient solutions



CELLARTECH WATER

FILTERED. CHILLED.
SPARKLING. SUPPORTED.

- ✓ Premium still and sparkling water
- ✓ Professional installation
- ✓ Filter changes and sanitisation
- ✓ Ongoing maintenance and support
- ✓ Reduce single-use bottled water



AIR CONDITIONING

INSTALLATION | SERVICE
MAINTENANCE

- ✓ Wall-mounted split systems
- ✓ Hospitality and commercial venues
- ✓ Installation and commissioning
- ✓ Servicing and diagnostics
- ✓ Repairs and maintenance



MULTI-DISPENSE SYSTEMS

SUPPLY | INSTALLATION
SERVICE | SUPPORT

- ✓ Qualflow multi-dispense equipment
- ✓ Improve drink-serving speeds
- ✓ Increase bar throughput
- ✓ Reduce pressure on staff
- ✓ Training and ongoing support

EXPERIENCED ENGINEERS

Over 15 years of industry experience

EQUIPMENT REFURBISHMENT

Repairs, testing and longer equipment life

PLANNED MAINTENANCE

Reduce downtime and disruption

FAST TECHNICAL SUPPORT

Responsive engineers when you need us

COVERING ENGLAND

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Kitchen Equipment and Fit Out

ACO Grease Traps, Separators and Recovery Units

Find the right grease unit for your kitchen using our selector

In today's catering market there is an increasing focus on managing Fats Oils and Grease (FOG) in commercial kitchens.

At ACO we recognise each kitchen is unique and so we have developed our grease selector to help commercial kitchen owners identify the right solution for their needs. Answer a few simple questions and receive a recommended solution.

Our recommendation will be based on things like:

- *Location of the unit*
- *Your kitchen equipment set up*
- *Days of operating*
- *Number of meals served*

ACO have a range grease units to cater for all kitchen sizes. From small under-sink grease traps for low volume kitchens to large EN1825 separators that can handle industrial kitchen FOG requirements.

For more information about our Grease range and to download our grease guides visit: **www.aco.co.uk/grease-management**

Find a recommended grease unit for your kitchen using our selector now:

www.aco.co.uk/buy-grease-solutions

Complete our grease survey https://bit.ly/GreaseSurvey and you could win one of 5 x £50 Amazon vouchers



Caterquip - Specialists in Ventilation Systems

Caterquip Ventilation Ltd is proud to be celebrating their 25th Anniversary this year.

This Warwick based company offers nationwide coverage for all your commercial catering needs: free site surveys, quotations and designs (CAD), quality bespoke and standard fabrications, specialist knowledge of catering ventilation systems including input air, odour reduction (carbon filtration and ESP) and sound attenuation. Affiliated members of Constructionline and CHAS, Caterquip Ventilation have a strong hold in the marketplace often advising industry professionals on ventilation systems to a DW172 specification & BSEN:6173.

They have strong relationships with all leading kitchen equipment suppliers, and they offer a kitchen design service to help you build your ideal kitchen.

Projects undertaken have included Olympic Villages, Basildon Hospital, The Mitre Hotel at Hampton Court, The Truck Stop at Anglesey, The Lodge at Old Hunstanton, Colleges, Schools, Hotels, Restaurants and Public Houses. They ensure their systems are compliant with the current guidelines whilst maintaining an efficient and dynamic facility.

With extensive knowledge of manufacturing and installing ventilation systems, they can help you design the best kitchen within the space available.

Call: **01926 887167**, visit: **www.caterquipventilation.co.uk**, email: **info@caterquipventilation.co.uk**



Fridge Seals Direct

Fridge Seals Direct proud to be UK's no1 supplier of replacement fridge and freezer seals. We fabricate for a wide variety of commercial fridge & freezers.

The management team at Fridge Seals Direct have over 30 years of experience in the refrigeration industry and have each spent many of those years installing gaskets and hardware for a range of styles, brands and sizes of fridges.

From restaurant kitchens to food warehouses - we have experience in dealing with fridge & freezers of all sizes and scales. To learn more about fridge seals, be sure to explore our range of extensive guides on how to replace a refrigerator door seals. Otherwise, find your specific guides in how to identify, measure, install or maintain your fridge or freezer door seal.

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We can offer equipment from Blue Seal, Maidaid Halcyon, Lincat and Rational to name but a few.

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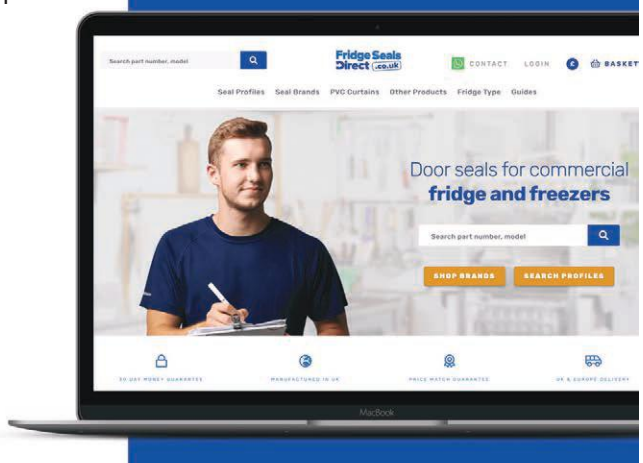
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Answer a few simple questions and receive a recommended solution based on things like:

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Kitchen Equipment and Fit Out

How Much Time Is Your Team Spending on Hand Polishing Cutlery and Glassware?

Ask almost any restaurant, hotel or pub operator what keeps them awake at night and there's a good chance labour costs will be near the top of the list.

Finding good staff is difficult enough. Making the best use of the team you already have is often an even bigger challenge.

One area that rarely gets much attention is the wash-up area.

At the end of service, it's common to see members of staff standing polishing cutlery or glassware by hand. It's something the hospitality industry has done for years, so most businesses simply accept it as part of the job.

But when you stop and think about it, how much time is actually being spent on polishing?

If a member of staff spends just one hour per day polishing cutlery and glasses, that's 365 hours over the course of a year. For many businesses, the figure is much higher.

Of course, presentation matters. Guests notice dirty glasses, watermarks and poorly presented cutlery. Nobody wants to compromise on standards.

The challenge is finding a way to maintain those standards without tying up valuable staff time.

This is one of the reasons professional polishing systems have become increasingly popular across the hospitality industry.

Instead of spending time polishing by hand, staff can focus on jobs that add value to the business and improve the customer experience.

At The Cutlery Polisher Company, we work with everyone from independent restaurants and pubs to large hotel groups, contract caterers and event venues. Despite their differences, they all tend to tell us the same thing after installing a polisher:

"We wish we'd done it sooner."

The reason is rarely just about the labour saving.

It's about consistency.

It's about taking pressure off the team during busy periods.

It's about knowing that every knife, fork, wine glass and champagne flute is presented to the same standard every time.



Our range includes Nicem cutlery polishers capable of processing 2000-7000 pieces per hour, along with the Cuttlers GP360 Glass Polisher, which can polish a glass in as little as five seconds.

Many customers choose our all-inclusive rental option, which includes servicing, maintenance, training and support. Others prefer outright purchase. The important thing is that businesses can choose the option that works best for them.

The hospitality industry will always be about people. Technology isn't there to replace them. It's there to help them work more efficiently and spend more time where they make the biggest difference: looking after guests.

The question is simple.

How much time is your team spending hand polishing every week? And what could they be doing instead?

To arrange a FREE On-Site Trial, contact The Cutlery Polisher Company on **01474 873 892** or **info@thecutlerypolisher.co.uk** or visit **www.thecutlerypolisher.co.uk**.

See the advert on the back cover for further information.

Kitchen Clearance UK Limited - *High Quality Refurbished Catering Equipment*

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We carefully source only the best pre-owned commercial catering equipment, ensuring that each piece is fully refurbished to a high standard and rigorously tested by our expert engineers. All equipment can be viewed if required to see it working and see the quality of the item.

We also supply B-grade catering equipment — items that may have minor cosmetic imperfections or have been used for demonstrations. All B grade items come boxed and complete with all accessories where required, offering a cost-effective solution for high-performance kitchen equipment.

We pride ourselves in excellent customer service, making sure any initial issues are quickly resolved.



COMMITTED TO SUSTAINABILITY

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See the advert on page 11.



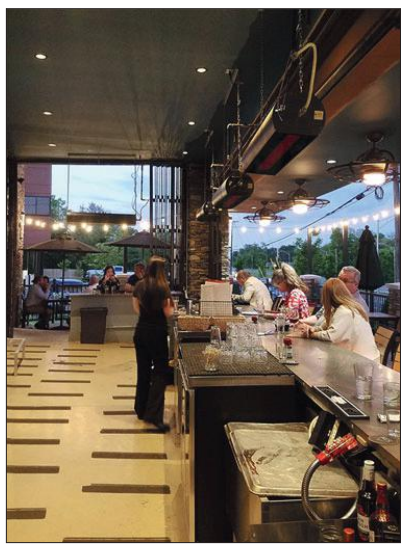
Outdoor Spaces

Maximise The Potential Of Your Outdoor Space With Our Range Of Patio Heaters

As the cold winter months start to make way for the warmer, and hopefully drier spring and summer period, the use of outdoor entertaining spaces starts to increase.

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Specialising in heating solutions for external areas, Space-Ray's range of gas fired and electric heaters offer you the option to choose the product best suited to your applications:-



The Coldblocker gas fired radiant heater, is ideal for covered outdoor spaces and is rain proof to IP44. Fitted with a tinted glass front, which not only offers flame protection, it also gives the heater a stylish sleek appearance when not in operation.

The Linea electric radiant heater offer IP55 level of protection along with remote control and glass front, it is ideal for the smaller space where gas is not available, or a viable option.

The Eclipse range of zero glow electric radiant heaters are perfect for those intimate areas where no additional light is required. Ceramic heating elements are utilised, which provide a gentle level of heat from the sleek and stylish fully black heater. Suitable for covered outside areas and offer protection levels of IPX4.

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Now with 10% off for a limited time, the Monaco Aluminium Stacking Chair is a firm customer favourite and comes in particularly handy over the festive season when you need to cater for extra customers quickly and easily.

Attractive and easy-to-clean aluminium tables are as popular with staff as they are with customers and right now ours have 15% off. Indoors or out, the Alma Square Table and Alma Round Table offer a level of stability not often seen with aluminium tables, making them perfect for drinks with friends. If you prefer a rectangular option with the added bonus of being easily stackable when not in use, look no further than the Rossa Aluminium Stacking Table.

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To order or find out more about the range, please visit **www.trentfurniture.co.uk** or call **0116 286 4911**.



Global Canopies - Architectural Outdoor Dining Canopies Built to Drive Revenue

Louvre roof pergolas and retractable roof canopies that turn weather-dependent terraces into year-round trading space

Global Canopies architectural outdoor dining canopies for restaurants, hotels, bars and venues are designed for hospitality operators who want their terrace to work as hard as their dining room, the range lets outdoor space trade in sun, rain and cooler evenings alike.

For most venues, outdoor seating is only as dependable as the forecast. A sudden shower empties the terrace, a cold snap shortens the season, and covers go unused. Our canopies are designed to end that uncertainty.



ONE TERRACE, EVERY SEASON

Adjustable roof systems open fully for sunshine and close to give weather-proof cover, so the same space can serve a lunchtime crowd in summer and a candlelit table in winter. Add integrated lighting, heating and side screens, and the terrace becomes a space guests actively choose to book, not a fair-weather overflow.

THE COMMERCIAL CASE

"An outdoor space that can only be used when the weather allows is a part-time asset," says Francis Carter, Director [Global Canopies]. "A covered terrace that works in every season is a seat count your business can rely on all year. That is where the return comes from."

For operators weighing the investment, the numbers tend to speak for themselves: more usable covers, fewer cancelled bookings, a longer trading season and a stronger evening and private-hire offer. Crave in Bristol was hampered by limited covers in the main restaurant. With their fully enclosed louvre roof dining space, which became a destination in its own right, the problem was solved. (ADD IN THE VIDEO HERE)

WHY OPERATORS CHOOSE GLOBAL CANOPIES

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- ✓ Create spaces for dining, drinks and events
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Dose Easy – Professional Solutions Done Right



The Dose Easy cleaning concept from Zep introduces the Dose Easy cap, delivering a 20ml dose with each tilt of the bottle, controlling chemical usage and helping your team to optimise cleaning results, whilst you start saving immediately. Dose Easy can also be dispensed via traditional wall mounted dosing systems as well. The high-concentrate Dose Easy products from Zep UK require a low dosage, with maximum results, at an extremely low cost per use, be they dispensed manually or through the dosing system.

Dose Easy concentrated cleaning products offer optimum economic usage via compact packaging, thereby reducing transportation and storage; ensuring lower CO^2 impact and less waste. The comprehensive range delivers a solution for all your institutional cleaning needs, throughout kitchens, bathrooms, washrooms and other public areas.

The Dose Easy range spans disinfectant, sanitary ware cleaning, floor cleaning, glass, multi-surface, bathroom and dishwashing with simple-to-use, differentiated products in distinct pack colours and a clear numbering system.

The Dose Easy Cap offers smaller sites, a compact range of cleaning consumables that are easily stored, without the need for bulky dispensing equipment. However, for the larger facility, Zep can offer a range of controlled dosing systems which connect simply with your water supply and help manage your consumable usage levels, and so, consistently control your costs, even with larger cleaning teams. The Dose Easy cap and the Dose Easy wall mounted systems are easy to operate for staff, consigning overdosing and method errors with cleaning chemicals to be a thing of the past.

To see the Dose Easy range, follow the link: **https://zep.co.uk/product/search.asp?P=dose** or send Zep UK an email to **info@zep.co.uk** or call **0151 422 1000** to speak with a local representative.

Clean, Clear Screens. Better Service.

From drive-through headsets to self-service ordering kiosks, touchscreen tills and hotel check-in screens, technology plays an increasingly important role in hospitality. But while these devices help deliver faster, more convenient service, how often are they considered as part of everyday cleaning routines?

We notice spotless tables, polished counters and clean floors. Yet the screens and devices touched by customers and staff throughout the day can easily be overlooked.

High-touch technology deserves attention too.

In busy restaurants and cafés, touchscreen tills and ordering tablets are used constantly. Self-service kiosks can quickly accumulate fingerprints, smudges and marks, affecting their appearance and the impression they create for customers.

Drive-through headsets present another challenge. Frequently handled, worn close to the face and sometimes shared between colleagues, they require regular attention as part of established cleaning routines.

For hotels, check-in screens and reception tablets are often among the first touchpoints guests encounter.



Keeping them clean and presentable contributes to a positive first impression.

The solution? Make screen cleaning part of everyday operations.

With clear responsibilities, appropriate products and simple routines, hospitality teams can keep their technology looking its best without unnecessarily disrupting service.

Easy Screen™ 70% IPA cleaning wipes offer a convenient solution, with a fast-drying finish designed to help keep compatible screens and equipment clean, clear and ready for use. Always follow equipment manufacturers' cleaning instructions.

From the front counter to the drive-through, looking after your technology is another way of looking after your customer experience.

Clean, clear screens. Better service.

Request your FREE EasyScreen™ samples by emailing **contact@pdi-intl.com.**

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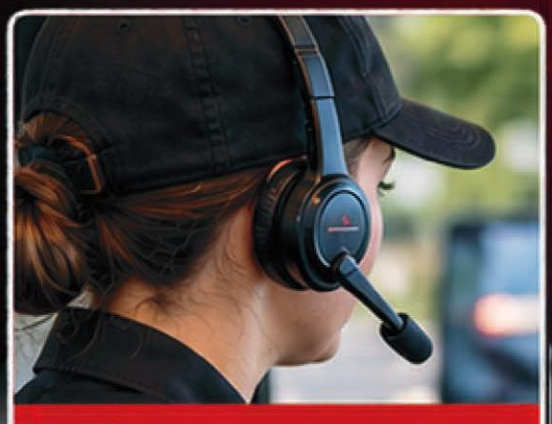
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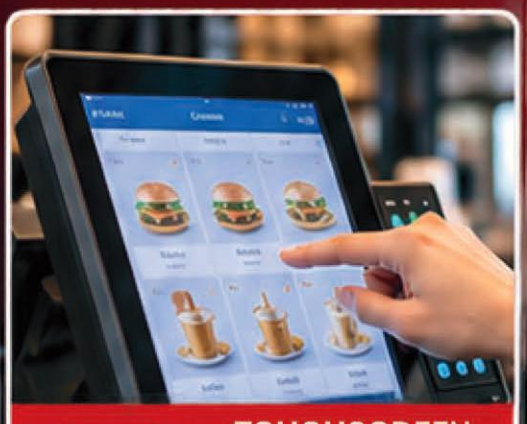
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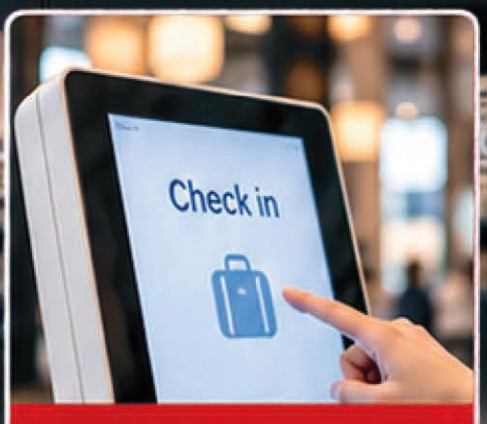
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Tork Issues "Washroom Guide" to Help Hospitality Businesses Unlock Hidden Value

Tork has released new guidance aimed at helping pubs, restaurants and hotels transform their washrooms into assets to enhance user satisfaction and benefit business performance. Based on research which shows that 73% of people will not return to a washroom after a bad experience, Tork's "Washroom Guide", available on its website, provides recommendations on improving inclusive hygiene, environmental sustainability and operational efficiency. According to the survey, a negative washroom experience at a venue can also lead to: 23% of people spending less time there, 13% avoid eating and drinking and 10% will choose not to return to that venue.

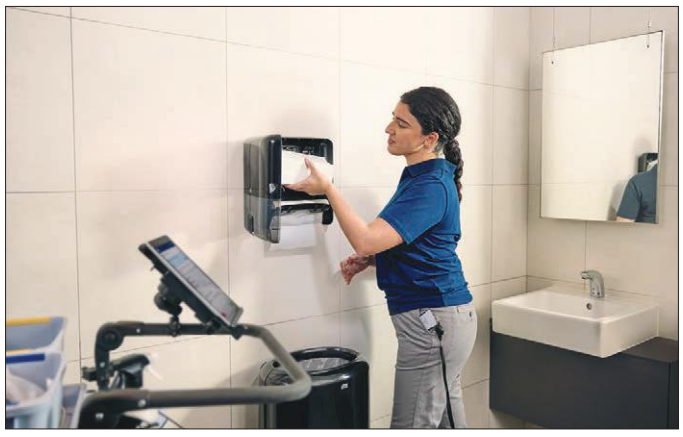
"Our data shows that when washroom users and cleaners' needs aren't met, a business can suffer as people spend less time and/or money there," said Olivia Slater, Commercial Director, Professional Hygiene at Essity. "With three in four people concerned about washroom hygiene,[1] and one in two likely to face barriers to meeting their needs, small, targeted updates to the washroom – the most visited room in a facility – can make a substantial difference for both users and cleaning staff, ultimately benefitting the business."

Recommendations:

1. LEAN INTO INCLUSIVE HYGIENE

Washroom users said that when the following "must have" elements are provided, which exemplify inclusive hygiene, the majority (59%) of people say a business can improve its positive image:

- *Toilet paper and paper hand towels in dispensers that are easy to grasp (67% said these are a "must have")*
- *Spaces and design elements that enable privacy (63%)*
- *Disposal bins in the stall for personal items including incontinence and menstrual products (60%)*
- *Physical accessibility – including grab bars and ramps – for everyone (58%)*
- *The availability of paper hand towels (57%)*



- *Features in public washrooms that enable caregivers to meet their needs (40%) such as changing tables*

2. PROMOTE SUSTAINABILITY

Respondents reported experiencing, without limitation, diagnosed or self-diagnosed physical/cognitive conditions, e.g. eczema, chronic pain, general anxiety, claustrophobia.

The washroom is an overlooked place for reducing environmental impact by businesses, yet 67% of people want washroom managers to prioritise environmental sustainability.[2]

Tork recommends the following actions:

- *Promote sustainability practices with signs in the washroom*
- *Ensure teams understand the importance of responsible sourcing and look for third-party certified products using training and educational assets.*
- *Control consumption with one-at-a time dispensing to reduce waste.*
- *Support sustainability goals – avoid landfill with recyclable packaging and recycling schemes like Tork PaperCircle® paper towel recycling.*

3. SUPPORT EMPLOYEE EFFICIENCY

Investing in washroom features and supporting cleaning teams can improve business revenue. To empower cleaning staff, many of whom feel unsupported1 and enhance guest experiences, Tork recommends:

- *Working smarter with data-driven cleaning that identifies service needs in a facility.*
- *Installing high-capacity dispensers that reduce the need for frequent refills, allowing cleaning staff to focus more on cleaning rather than refilling.*
- *Using compressed towels for refills to serve more guests before cleaners need to refill again.*
- *Sourcing products with ergonomic packaging including Tork Easy Handling® packaging for easier carrying, opening and disposal.*

Olivia continued "By addressing these critical aspects, hospitality businesses can help washroom users and cleaners meet their basic needs and deliver an experience that meets the needs of as many as possible. Investing thoughtfully in inclusive hygiene, sustainability, and operational support not only meets evolving public expectations but also improves business performance."

Tork helps businesses realise the benefit of sustainable hygiene with a focus on four key areas materials & packaging, use & waste, carbon and hygiene for all. It also provides free training and educational assets.

For more steps businesses can take, visit: www.torkglobal.com

[1] Tork Insight Survey 2025, conducted in US, UK, Germany, France, Mexico, Canada, Australia, Spain, Sweden, Netherlands and Poland among 11,500 people from the general public and 1,000 cleaning staff.

[2] Tork Insight Survey 2024, conducted in US, UK, Germany, France and Mexico among 6,000 end-users and 900 businesses

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Design and Refit

A-Boards For Pubs, Bars & Restaurants From Majisign

A passing customer could be your next booking, lunch order or round of drinks. A well-placed A board helps catch their attention, promote your latest offers and give people a reason to step inside. Whether you're advertising a lunch menu, happy hour, live music or a special event, it's a simple way to make the most of passing trade.



A leading UK manufacturer of wooden A boards, chalkboards and display products for over 20 years, Majisign is the perfect partner for your signage and point of sale needs.

Housing an extensive range that includes traditional wooden A boards, chalkboards, poster frames, tabletop displays and printed displays, all available in a choice of sizes and styles and colours, Majisign has affordable and practical options for displaying menus, daily specials, promotions and important information, both inside and outside your venue.

SAVE 10% ON A-BOARDS!

If you're looking to attract more attention to your business, we're offering 10% off all A boards when purchased online.

Simply visit our website, choose your A board and enter code **STANDOUT10** at checkout to receive your discount.

The offer runs until 29 November 2026, making it a good opportunity to replace an old sign or invest in a new one ahead of the busy festive trading period *.

GET NOTICED WITH MAJISIGN!

From independent pubs and cafés to busy restaurants and bars, the right display can help you promote what's on offer and help you make more of passing trade.

Take a look at our range and find an A board to suit your venue while the 10% discount is available.

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We are not just a supplier; we understand that from time to time hospitality and leisure establishments like to give themselves a fresh new look. That's why not only do we supply contract furniture, but when it's time for your establishment to go through a refurbishment we also offer a complete clearance service. We'll organise everything from a suitable time and date, professional clearance staff to remove contract furniture whether fitted or unfitted. Along with our sister company Caterfair who provides commercial catering equipment for your kitchens we are the ideal people to speak to when you are looking to refurbish.

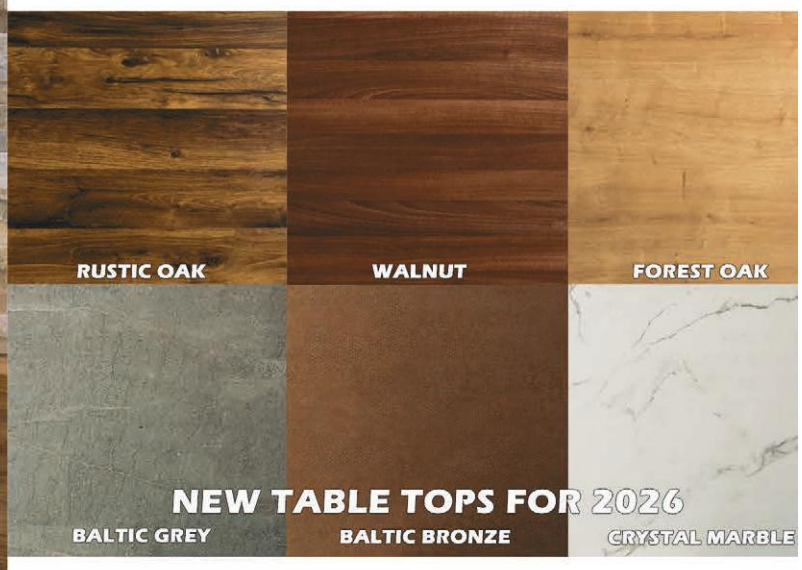
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Design and Refit

Clean, Secure and Well-Maintained Washrooms Are Essential to Hospitality Success

For pubs, restaurants and hotels, washrooms are far more than a practical necessity. Their cleanliness, condition and privacy can have a significant influence on customer satisfaction, a venue's reputation and the likelihood of guests returning.

While operators naturally focus on food quality, service and the overall customer experience, poorly maintained toilets can undermine even the best hospitality offering. A dirty washroom, faulty fittings or insecure cubicle doors can leave customers questioning the standards of the entire establishment.

Ease of cleaning and long-term durability should therefore be central considerations when designing, refurbishing or maintaining hospitality washrooms. High-quality, hard-wearing surfaces, robust fixtures and fittings, and layouts that allow staff to clean quickly and thoroughly can help maintain consistently high standards, even in busy venues.

Wall-mounted sanitaryware, non-porous surfaces and well-finished flooring can reduce difficult-to-clean areas, while touchless taps, soap dispensers and flushing systems may help minimise contact points. Equally important is the availability of durable replacement parts and straightforward access for routine maintenance, helping operators avoid unnecessary disruption and costly repairs.

Privacy is another essential consideration. Customers expect washroom cubicles to provide a reliable level of security and discretion. Sturdy doors, dependable locks, robust hinges and clear occupied indicators all contribute to a more comfortable experience. Where full-height cubicles are installed, careful attention to ventilation, cleaning access and suitable materials is also necessary.



Inclusive washroom design deserves equal attention. Facilities should be planned to accommodate different needs, with appropriate accessible provision, clear signage and layouts that allow customers to use the space with confidence. In gender-neutral facilities, well-considered cubicle privacy can be particularly important in helping users feel comfortable and secure.

Regular inspections and cleaning schedules remain vital, regardless of the quality of the original installation. Staff should be able to identify faults quickly, replenish consumables and address problems before they become complaints. Clear maintenance procedures can also help ensure that damaged locks, leaking taps and other defects are dealt with promptly.

Ultimately, washroom investment should be viewed as part of a venue's wider commitment to quality, rather than an area where costs can simply be minimised. Cleanliness, reliability and privacy are fundamental customer expectations, and getting them right can support repeat business, protect reputation and contribute to a more positive experience for everyone who walks through the door.

Rearo Transforms Celino's Washrooms with a Stylish, Coordinated Upgrade

Celino's is a well-known name in Scotland's Italian dining scene. Over the years, it has built a loyal following through restaurants and delicatessens that combine generous food with strong, confident interiors.

The Partick venue is busy and well established, with a look that feels deliberate rather than decorative.

When the washrooms were due for renewal, the brief was straightforward: they needed to reflect the same level of quality as the dining space.

A CONSIDERED UPDATE

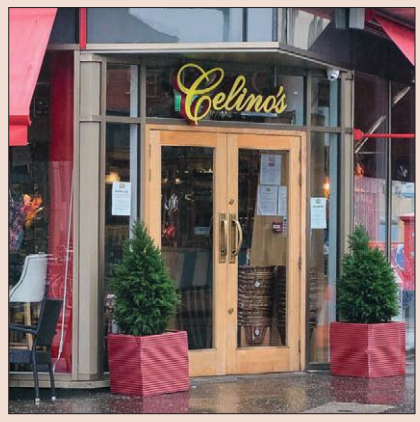
The existing facilities no longer matched the tone of the restaurant. The aim was not to reinvent the space, but to bring it back into alignment.

A coordinated palette was selected

- *Sangha Wenge Aspire MR MFC cubicles and pilasters*
- *Matching IPS panels*
- *Volcanic Black shadow gaps*
- *Nickel ironmongery*

The darker timber finish adds warmth and depth, while the black detailing keeps the layout sharp and defined.

The result is a space that feels consistent with the wider interior not separate from it.



DELIVERED AROUND DAILY TRADING

With the restaurant operating as normal, the works were planned carefully to avoid disruption.

Manufacture and installation were handled efficiently, allowing the upgraded facilities to be introduced with minimal impact on staff or customers.

THE FINISHED SPACE

The washrooms now sit comfortably within the venue.

They feel joined-up, well finished, and in keeping with Celino's identity, a simple improvement that strengthens the overall experience.

For further information on Rearo, see the advert on the facing page.



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Available in a choice of sizes from 800mm x 800mm to 1200mm x 800mm and heights from 1980 to 2070mm Artemis suits a variety of spaces and can be highly personalised using Kinedo's extensive range of Kinewall decorative wall panels.

Designed with both installers and end users in mind, the Artemis delivers a practical, high-quality showering solution for projects where space is at a premium, without compromising on comfort, functionality or contemporary design.

For further information please visit **https://kinedo.co.uk**

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Five Practical Steps Pubs And Hospitality Owners Can Take Now To Limit Insolvency Threat



Richard Hunt, Director of Liquidation Centre (www.liquidationcentre.co.uk) provides expert insights into the actions pubs and hospitality businesses should consider before pressures become unmanageable.

CARRY OUT COST AUDITS

A cost audit is one of the most vital steps pubs and hospitality businesses can take now to get a grip on their spending. Cost audits can help examine and identify where money is being lost, whether that's on utilities, stock, or outdated supplier contracts. It is the perfect opportunity to separate essential costs from outdated habits and expenses. By doing this, owners can reduce wasteful spending, refine ordering, and gain a clearer picture of where the business stands.

Richard Hunt, Director of Liquidation Centre adds: "For pub owners, margins are tighter than they have been in years. No one opens a pub expecting to worry about insolvency, but the sooner you take a close look at the numbers, the more control you keep. A cost audit can reveal where money is slipping away and fix those pressure points before they spiral."

CONDUCT REGULAR PRICING STRATEGIES

With rising costs continuing to put pressure on the sector, pricing strategies are crucial in ensuring owners are protecting profitability. Regularly reviewing product prices enables pubs to ensure their profit margins align with rising business costs, without alienating consumers.

"Small, meaningful adjustments such as introducing premium menu offerings or rebalancing prices across the menu can boost profitability without impacting every product. Pricing strategies that are clear and well executed help pubs respond more confidently to market pressures, rather than reacting too late, when steep price changes could result in damaging customer trust."

EXAMINE AND RENEGOTIATE LEASES

Managing fixed costs can be even more important than trying to boost sales, especially at a time when consumer confidence and spending are under pressure. When revenue drops and supplier costs rise, fixed expenses like rent can quickly start to feel overwhelming.

"Taking a close look at lease costs can open the door to renegotiation and give businesses more breathing room. It's a practical step that can ease pressure on overheads and help pubs stay resilient during tougher trading periods, while building a bit of financial headroom."

EXPLORE ALTERNATIVE REVENUE STREAMS

Pubs rely heavily on drinks sales, but during times of economic uncertainty, customers tend to spend less, putting pressure on their main source of income. That's why adaptability is vital. Pubs that are willing to explore and diversify revenue streams stand in better stead to cope with economic pressures.

"Transforming the pub into a space that offers more than just drinks can open up new income streams. Quiz nights, daytime co-working offers, lunch deals, or even selling local products can all bring in extra revenue and attract a broader mix of customers."

ENGAGE EARLY WITH LENDERS AND ADVISORS

During difficult trading periods, waiting until it is too late to act is one of the most common and biggest mistakes businesses make. Delaying those difficult conversations only increases the pressure and reduces the likelihood of coming out the other side. By speaking to advisors and lenders at the first signs of trouble, more options are likely to remain available, including restructuring support. Lenders are also generally more willing to work with businesses that are proactive and transparent about their position. Continuing to trade as normal while knowingly facing insolvency can also expose owners to personal liability and reputational damage.

"Insolvency practitioners and advisors can bring experience most operators simply don't have in-house. From cash flow forecasting to landlord negotiations, the key is knowing whether the business is facing a short-term liquidity problem or if there's a deeper profitability issue. This can help to differentiate between a business that may simply have a temporary liquidity problem, one which may need restructuring, or a business with profitability issues. All of these need to be tackled in a unique and accurate way, making this distinction vital."

Richard Hunt, Director of Liquidation Centre, shares his advice for pubs struggling to stay afloat:

"Pubs are under huge pressure at the moment, so it's important to look closely at where money is being spent. Small changes can make a real difference. Reviewing the menu, cutting food waste and focusing on the drinks and dishes customers actually want can help protect profits without having to put prices up across the board.

"Staffing is another area worth looking at. Making sure there are enough staff for busy periods, without paying for extra hours when trade is quiet, can help keep costs under control. But it's just as important to maintain good service and give customers a reason to keep coming back.

"Most importantly, don't wait until things get really bad before taking action. If you're struggling to pay bills, falling behind on tax or constantly worrying about cash flow, take a proper look at the figures and get advice early. The sooner you deal with the warning signs, the more options you may have to turn things around. Leaving it too late can make an already difficult situation much harder to recover from."

Why Use a Specialist Hospitality Consultant?

Answer: because we can help your business to succeed.



With over 30 years of industry experience in the Hospitality sector, The Bowden Group's Managing Consultant David Hunter will work with you to address the following elements:

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If your business is actually struggling, or if you just feel that it could be doing some things better, give David Hunter a quick call on **07831 407984** to arrange a "Free of Charge" initial consultation (please quote CLH Offer), when David will discuss with you what could be achieved if you ask us to work with you.

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The team at Stonesmith understands that no two hospitality businesses are alike. From traditional country pubs and coastal hotels to contemporary restaurants and boutique guest houses, each property presents unique opportunities and challenges. Their approach centers on listening to clients' individual needs and crafting bespoke marketing strategies that align with specific objectives. This personalized service, combined with their deep knowledge of the regional market, ensures that both buyers and sellers receive guidance tailored precisely to their circumstances.

Choosing Stonesmith means partnering with specialists who genuinely understand the hospitality sector's nuances—from licensing requirements and valuation complexities to the seasonal dynamics that define Westcountry trade.

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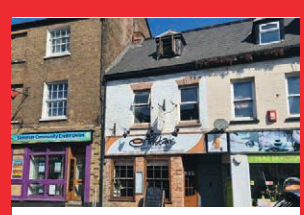
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